INSTITUTE *of* **Museum** and **Library** SERVICES

Fiscal Year 2017 Appropriations Request to the United States Congress

Creating a Nation of Learners

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Introduction: *Creating a Nation of Learners*

Dear Members of Congress:

It is a great pleasure to present the FY 2017 Institute of Museum and Library Services budget request.

IMLS has long held a vision of "*a democratic society where communities and individuals thrive with broad public access to knowledge, heritage, and lifelong learning.*" This budget capitalizes upon the agency's role as a convener and a grant maker. We seek to catalyze conversations and develop ways to better leverage information and resources in order to strengthen our nation's museum, library, and archive communities.

The FY 2017 budget request incorporates a rigorous approach of mixing investments with different degrees of risk, scope, and stage of concept development. There is a significant emphasis on several focused initiatives derived from prior IMLS grant investments, trends, and opportunities within the museum and library field, and work conducted by other funders and researchers. These initiatives meld three elements: examination of best practices in the field, convening the field to determine highest priority needs, and development of tools and skill-building resources:

- Community Anchors to Catalysts: The Transformed Role of Museums and Libraries;
- Building Capacity in Collections Care, Conservation, and Preservation Skills;
- Libraries and Museums Creating Community-based Solutions for Veterans and Military Families.

Also in FY 2017, prior agency investments will be leveraged for further development or perhaps scaling more broadly. These include investments in early childhood learning, reaching underserved populations, and digital capacity building. New exploratory activities will seed the grantee "market" to see what avenues exist for IMLS to play a role in catalyzing new opportunities within local communities and learning networks. Exploratory activities include data modeling, open educational resources, and the use of new technologies to enhance Science, Technology, Engineering and Math (STEM) learning. The ongoing discretionary grants programs and Grants to States library funds provide the baseline support that is so essential to the field to continue serving and engaging their communities.

IMLS is an outstanding steward of its federal funds. These FY 2017 investments will be essential to the field's efforts to continue to serve and engage the public in a sustained manner.

Sincerely,

Kathryn K. Matthew

Dr. Kathryn K. Matthew
Director, IMLS

INSTITUTE *of* **Museum** AND **Library** SERVICES

FY 2017 Appropriations Request

Summary of Appropriations Request

The FY 2017 IMLS budget request is $230,000,000. This amount includes $228,593,000 for programs and administrative costs authorized by the Museum and Library Services Act (MLSA), which includes the Library Services and Technology Act (LSTA) and the Museum Services Act (MSA), and $1,407,000 for a grants program authorized by the African American History and Culture Act (AAHCA).

Library Services

IMLS requests $182,429,000 for the following library grant programs authorized by the LSTA.
- Grants to State Library Agencies
- Native American and Native Hawaiian Library Services
- Laura Bush 21st Century Librarian Program
- National Leadership Grants for Libraries

Museum Services

IMLS requests $30,244,000 for the following museum grants and related programs.
- Museums for America
- Native American/ Native Hawaiian Museum Services
- National Leadership Grants for Museums

African American Museum Services

IMLS requests $1,407,000 for the grant program authorized by the African American History and Culture Act.

Research, Evaluation, and Data Collection

IMLS requests $1,920,000 to collect data, carry out research, and identify best practices of the nation's libraries and museums and future opportunities.

Administration

IMLS requests $14,000,000 for its administrative expenses. Funds support personnel compensation and benefits, rent and utilities, contractual services, communications, travel, printing, equipment and supplies, automated data processing, and other administrative services including the Institute's overhead costs for research, evaluation, and data collection activities.

Table 1: IMLS Appropriations History, 2008-2017

(Budget Authority in 000's)

Statutory Authority	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Request
Library Services Technology Act (LSTA)										
Grants to States	160,885	171,500	172,561	160,032	156,365	150,000	154,848	154,848	155,789	154,848
Native American Library Services	3,574	3,717	4,000	3,960	3,869	3,667	3,861	3,861	4,063	3,861
National Leadership: Libraries	12,159	12,437	12,437	12,225	11,946	11,377	12,200	12,200	13,092	13,720
Laura Bush 21st Century Librarian	23,345	24,525	24,525	12,818	12,524	10,000	10,000	10,000	10,500	10,000
SUBTOTAL, LSTA	**199,963**	**212,179**	**213,523**	**189,035**	**184,704**	**175,044**	**180,909**	**180,909**	**182,944**	**182,429**
Museum Services Act (MSA)										
Museums for America	16,852	19,176	19,176	18,453	18,030	19,564	20,200	20,200	21,149	20,200
Museum Assessment Program	434	460	460							
21st Century Museum Professionals	965	1,280	1,280	2,015	1,969					
Conservation Project Support	2,724	3,052	3,052	2,675	2,613					
Conservation Assessment Program	793	803	803							
Native American/ Hawaiian Museum Services	895	945	975	947	926	877	924	924	972	924
National Leadership: Museums	7,782	7,981	7,981	6,050	5,911	7,468	7,600	7,600	7,741	9,120
SUBTOTAL, MSA	**30,445**	**33,697**	**33,727**	**30,140**	**29,449**	**27,909**	**28,724**	**28,724**	**29,862**	**30,244**
African American History and Culture Act										
Museum Grants for African American History and Culture	827	1,310	1,485	1,443	1,410	1,336	1,407	1,407	1,481	1,407
Museum and Library Services Act (MLSA) General Provisions										
Research, Evaluation and Data Collection				1,903	1,886	1,787	1,820	1,820	1,713	1,920
Agency Wide										
Administration	13,987	16,917	17,134	14,845	14,505	13,745	14,000	15,000	14,000	14,000
TOTAL, IMLS PROGRAMS AND ADMINISTRATION	**245,222**	**264,103**	**265,869**	**237,393**	**231,954**	**219,821**	**226,860**	**227,860**	**230,000**	**230,000**
Congressional Earmarks	18,285	10,737	16,382							
TOTAL	**263,507**	**274,840**	**282,251**	**237,393**	**231,954**	**219,821**	**226,860**	**227,860**	**230,000**	**230,000**

IMLS Vision and Goals

IMLS's strategic plan, published in January 2012, sets out a vision for a democratic society where communities and individuals thrive with broad public access to knowledge, cultural heritage, and lifelong learning. The plan closely aligns with the Museum and Library Services Act, which was reauthorized in December 2010.

The plan establishes a clear framework for performance improvement that emphasizes evidence-based program development and evaluation for improving the delivery of library and museums services for all Americans. The complete IMLS Strategic Plan is available at https://www.imls.gov/about-us/strategic-plan.

Vision

A democratic society where communities and individuals thrive with broad public access to knowledge, heritage, and lifelong learning.

Mission

The mission of IMLS is to inspire libraries and museums to advance innovation, learning, and civic engagement. We provide leadership through research, policy development, and grant making.

Strategic Goals

Learning: IMLS places the learner at the center and supports engaging experiences in libraries and museums that prepare people to be full participants in their local communities and our global society.

Community: IMLS promotes museums and libraries as strong community anchors that enhance civic engagement, cultural opportunities, and economic vitality.

Content: IMLS supports exemplary stewardship of museum and library collections and promotes the use of technology to facilitate discovery of knowledge and cultural heritage.

Access: IMLS advises the President and Congress on plans, policies, and activities that sustain and increase public access to information and ideas.

Model Agency: IMLS achieves excellence in public management and performs as a model organization through strategic alignment of IMLS resources and prioritization of programmatic activities, maximizing value for the American public.

Highlights of FY 2017 Budget Request

Fiscal Year 2017 Overview

In its role as a federal agency, IMLS can develop best practices and identify ways that museums, libraries, and archives can improve their services and processes. IMLS can use its prior and current projects, its staff networks with professional communities, and its research capacity. IMLS can assess trends and provide recommendations and tools to the field. It can also capitalize on its and other organizations' prior investments on what projects could be scaled-up. Finally because it can provide non-programmatic funding, IMLS can help address infrastructure and business process gaps in libraries and museums that will strengthen their capacity to offer impactful programs and services and increases their chances for sustainability. This is particularly important for small-to-medium sized institutions, which do not have the tools or skills to research such areas, nor the focused staff resources to obtain grants for these activities from other sources.

IMLS is developing mechanisms that museums and libraries can use to identify and adopt modern infrastructure and business practices. In particular, this proposed IMLS work will focus around several multi-year initiatives: Community Anchors to Catalysts: The Transformed Role of Museums and Libraries; Building Capacity in Collections Care, Conservation, and Preservation Skills; and Libraries and Museums Creating Community-based Solutions for Veterans and Military Families.

IMLS will enhance its ability to research, nurture, and assess projects at various stages of development. Staff will use formal project and business planning tools to assess the needs, opportunities, scope, risk, and impact of potential investments. Making smaller investments earlier in a project's lifecycle to prove an approach and making those investments with the input of the field are critical to increased chances of success.

Another new organizational strategy for IMLS will be focusing on "Systemic Collective Impact" across four broad areas throughout the museum, library, and archives fields:

- Become a role model as a dynamic, learning agency (e.g., consolidate learning from prior IMLS projects; create centralized resources to help the field contextualize IMLS findings; determine how to communicate and share findings; utilize project management and assessment tools internally to gather and act on information;[a] evaluate pilot projects for indicators of scalability and then use rigorous processes to support further development; engage with the field to prioritize and build consensus on gaps and potential solutions; use portfolio management to balance risk versus benefits for the field).
- Support shared services for the field (e.g., enhance digital platforms; expand regional association projects; provide programmatic and collections frameworks and tools; provide business and operational best practices and tools for staffs and boards; ensure that small-to-medium sized organizations can adopt these offerings).
- Foster and assess community impact of grantees' projects on their audiences, partners, and donors (e.g., determine if the community is being served and if the grantees are responding to pivot points in their community and/or examine the market potential versus the current reach for the donor community).

[a]Includes drawing upon new performance reporting requirements for discretionary grant programs to align grantee performance reporting with goals in the IMLS strategic plan, and restructure interim and final performance reporting formats to facilitate administrative review and information sharing (this was implemented in FY 2016 across discretionary and formula grant programs).

- Understand and strengthen the connections between successful projects' sustainability and grantees' organizational capacity (e.g., determine grantees' needs for skill-building tools and frameworks; assess their partnerships and other indicators of sustainability; develop business models for programs and services; collaborate with foundation and corporation funders to understand which studies to undertake and variables to track). As a convener and grant maker, IMLS often works with the field (e.g., research and policy experts, community leaders, other agencies, and peer-funding organizations) to reach common understanding and alignment of activities. This will clarify where IMLS could add value and advance collective goals.

IMLS's Systemic Collective Impact focus will have several long-lasting benefits to build knowledge for the field. By assessing IMLS investments, we will find new field-wide needs. By working with other entities who are engaged in similar funding, research, and evaluation efforts, we will be able to align our efforts for greater impact. By analyzing existing IMLS data sets in conjunction with others' data, we will deepen the identification of trends and opportunities. IMLS will then provide mechanisms for sharing this information as well as use it as a foundation for advancing the field's practices and defining future investments.

The Systemic Collective Impact approach will improve the field's understanding of how to provide community learning opportunities that best respond to local needs. In addition, IMLS will support assessment of how funded projects can be sustained through enhanced organizational capacity and changed business approaches by grantees.

This section identifies the key investment areas in FY 2017, which align with agency and stakeholder-identified goals and with high priority areas of national interest. These initiatives aim to build capacity via locally-based investing that will ultimately yield systemic impact by researching and documenting other best practices in the field and adjacent sectors; developing project plans, pilots and evaluation; developing business, scaling, and dissemination plans that include communications strategies, implementation strategies, and final evaluations. Each initiative may be comprised of multiple interdependent projects. We envision these as multi-year initiatives funded within FY17 National Leadership Grants for Museums and Libraries, and FY17 Laura Bush 21st Century Librarian Grants Program.

Strategic Focus: Community Anchors to Catalysts: The Transformed Role of Museums and Libraries

Introduction: This initiative will develop approaches, tools, and training to support museums and libraries in becoming sustained and adaptive partners with their communities. The outcome is not a prescriptive approach but shows these organizations how to develop processes, provide a decision-making framework, and support needed skills development that will make them responsive to their communities' needs.

Need: As community-centered organizations, libraries and museums want to deepen their engagement with their communities, but often do not know how to develop programs that meet quickly changing demographic or social issues and involve multiple stakeholders. Thus the skill sets of library and museum staffs must change to meet the demands of their communities.

Varying models exist to guide engagement with the community: such as creative place-making, structural equity (e.g., access to jobs and training), economic impact (e.g., job creation, tourism, retail), social wellbeing, and collaborative social networks. IMLS seeks to help the field to define a flexible framework and methodology,

based on the most applicable model(s), by which a library or museum can: assess its local community's needs; identify existing services and resources offered by others; define the opportunities and role(s) for its own sustained engagements; and test/refine activities that will enable engagements.

Scope: This multi-year initiative will engage the library and museum fields and incorporate best practices and research through the following phases:

a) Research: identify different approaches and variables of successful and sustained community engagement including research findings, policy studies, and demographic and philanthropic trends; variables that define a "community landscape" including demographics, other service providers, local supporters (such as community foundations, United Ways, community development entities, community civic clubs, city or county government); baseline skills and gaps in library/museum staff ; and engaging key associations and other stakeholders.

b) Validation of trends: validate the findings from phase (a) with the field (via Town Hall) to define a draft framework based on the most relevant community-engagement model(s) and identify questions to be answered via pilots.

c) Methodology development: including decision-processes and agile tools to help staff to understand their local "community landscape" and prioritize the most important variables to factor into this dynamic methodology to help organizations identify the possible opportunities within their communities.

d) Piloting: planning for pilots in selected communities (e.g., Promise Zones, foundation communities, the Department of Housing and Urban Development) along with signing agreements with entities to manage the piloting process/project plans and evaluate the pilots. Through the evaluation process of the pilot sites, skill gaps for museum/library staff will be identified and adjustments will be made to the methodology.

e) Needs for staff skill-building: identified gaps from the pilots will inform the development of learning approaches, a curriculum, and a user interface/platform to underpin a network of blended training resources. These would be a combination of online modules (self-paced and instructor-led), webinars, and facilitated in-person workshops.

f) Documentation and preparation of a larger scale rollout plan: The documentation will provide resources such as background research and testing protocols, evaluation results, and refinements of the methodology. It will also identify sources of data that individual organizations could access to refine their own "community landscape" as part of assessing opportunities. Recommendations for a rollout plan will include evaluation for the methodology's scaling; refinement of the learning curriculum and situational learning progressions; determination of the best user interface for presenting the dynamic methodology; identification of a platform for hosting the learning modules; development of a communications plan; and proposed scenarios for sustainability for both the methodology and the learning resources.

Timing: This three-year initiative addresses several key needs of the library and museum fields: sharing best practices including community engagement, opportunity assessments, project planning, piloting and evaluating an idea, tracking to assess progress using appropriate metrics, and skills development for developing and evaluating informal learning activities. The proposed work will build upon various research studies and policy

reports (e.g., IMLS-LISC[b], Pew Research[c], University of Pennsylvania-The Reinvestment Fund[d]), evaluations of funded projects in various communities (e.g., IMLS discretionary grant programs and LSTA Grants To States, other agencies, and foundations) and the field's expressed desire to expand upon existing community-based work.[e]

Outcomes: The success of this initiative will be measured by both its process and deliverables. It will include a background research report that summarizes the models and examples of museums and libraries engaging in community change and revitalization as well as any learning resources available today. Then in a facilitated Town Hall with relevant community development practitioners, policy experts, learning practitioners, learning management system experts, and library and museum professionals to prioritize needs. IMLS and potentially a partner and/or host institution will develop a roadmap and platform requirements for the framework/tools and learning modules, information about and results from the pilots, evaluation resources, examples of opportunity assessments and business plans, and updates on this initiative post-pilots.

Impact: This initiative will provide approaches for how libraries and museums can improve their engagement with their communities. It will provide staff training and tools to assess community needs.

[b]https://www.imls.gov/sites/default/files/publications/documents/museumslibrariesandcomprehensiveinitiatives.pdf
[c]http://www.pewinternet.org/2015/09/15/libraries-at-the-crossroads/
[d]https://www.arts.gov/exploring-our-town/sites/arts.gov.exploring-our-town/files/SIAP%20CULTUREBLOCKS%20REPORT%20DEC2013%20V1.pdf
[e]For example, ALA's Libraries Transforming Communities: http://americanlibrariesmagazine.org/blogs/the-scoop/ala-selects-10-public-libraries-for-community-engagement-training/

Proposed Funding Allocation

Category	Anticipated Allocation	Purposes	Results
At Requested Level	$5.0M total $1.5M in National Leadership Grants – Libraries $1.5M in Museums For America Grants $2.0M Laura Bush 21st Century Librarian Program	Library and museum professionals will be supported in their efforts to deeply engage with their communities by: • accessing learning modules to build skills and knowledge so that they can identify and assess opportunities for developing new community-based engagements; • applying decision-making processes and tools to identify the most promising products or services to explore with their communities; • using an iterative "product development" approach to scope, pilot, test, evaluate and launch these new ideas.	• A background research report that summarizes the models and examples of museums and libraries engaging in veterans services as well as any learning resources available today. • A facilitated Town Hall, informed by the research that engages veteran community development practitioners, policy experts, learning practitioners, learning management system experts, and library and museum professionals in prioritizing needs that will underpin a decision-making methodology and skill-building recommendations. • Development of a roadmap and platform requirements for both the methodology's decision-making framework/tools and associated learning modules, information about and results from the pilots, evaluation resources, examples of opportunity assessments and business plans, and updates on this initiative post-pilots. • A recommended rollout plan including communications and metrics to be tracked to monitor adoption and effectiveness of the framework and associated tools and professional resources. • Support development of a professional community of practice using information about and results from the pilots; evaluation resources; examples of opportunity assessments and business plans, and updates on this initiative post-pilots.

Strategic Focus: Building Capacity in Collections Care, Conservation, and Preservation Skills

Introduction: America's collections are for everyone, and they enlighten and inspire all of us each year in museums, libraries, and archives across the country. Their care and preservation are core responsibilities of our collecting institutions. Yet not every institution is able to meet these important obligations at the level they

should. Quite simply, time takes a toll, materials degrade if they are not in proper environments, collections outgrow their storage spaces, natural disasters threaten, and institutions cannot keep up with the ongoing training for staff in the most current collections care practices. The lack of resources at some small institutions or those with very wide ranging collections can overwhelm the ability to prioritize the artifacts requiring the greatest remediation. In addition, lack of skills relating to digitized and born-digital collections can create barriers to adopting these essential approaches to collections management and curation.

Need: A 2005 IMLS publication entitled A Public Trust at Risk: The Heritage Health Index Report, cited some sobering conditions within libraries, museums and archives: 190 million objects need conservation treatment; 65 percent of collecting institutions had experienced damage to collections; 80 percent of collecting institutions did not have emergency plans; 40 percent had no funds allocated in their budgets for preservation or conservation. A new report—10 years later—will tell the story of collections care today. This report will identify specific needs regarding caring for and managing digital collections and provide an updated picture of conservation needs, the status of emergency preparedness and disaster response, and professional collections care training for staff and volunteers. This will be augmented by research supported by IMLS and a Town Hall to drive the next set of recommendations on how libraries, museums, and archives secure current knowledge and resources about collections care, conservation, preservation, and incorporating digitization in their planning.

Scope: This multi-year initiative will support small-to-medium sized libraries, archives, and museums by strengthening and expanding a network of training resources that combine online modules (self-paced and guided), interactive webinars, and facilitated workshops (perhaps at regional conferences or meetings); and tools that are easily usable applications with templates to document collections information and condition. fOffering online collections preservation and conservation resources and services is a natural extension of the IMLS digital approach. Many institutions first need updated conservation assessments and inventories before embarking on a digitization effort. Collections care skill-building for the field will be enhanced and facilitated through the proposed development of virtual continuing education and professional trainings.

This work will engage expert advisors to develop conservation and preservation content, and learning management system managers and developers to determine how to present the training information. The eventual "consumers" will also be involved so that the material is relevant, accessed, and applied to their work environments. This work will not duplicate discrete existing resources offered by individual institutions and will build upon existing state-wide collections assessment support and networks of conservators.

Timing: The intersection of some sobering data, a national report, and the increasing need to preserve America's most valued treasures make the timing of this initiative critical. The associated urgency is magnified by the lack of resources available for small–to-medium sized museums to support collections care. This is a three year effort.

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fBeginning in 2014, the Foundation of the American Institute for Conservation of Historic and Artistic Works (FAIC) was funded through a National Leadership Grant for Museums to operate a community of practice focused on providing information, training, and support for those who care for the nation's collections. "Connecting to Collections Care" (http://www.connectingtocollections.org/) is a free, publicly accessible resource that features discussion forums, webinars on collections care topics identified as most needed through surveys and an advisory group, links to vital resources, and an archive of past webinars and associated course materials. This project's user surveys are generating concrete recommendations for future improvements in content and in delivery of resources to end users, which IMLS will use to inform the work described here.

Outcomes: The success of this initiative will be measured by both its process and deliverables. It will include a background report documenting existing learning resources and educational programs; a facilitated Town Hall to identify priorities; a training needs assessment; the development of pilot training modules (including virtual self-paced and instructor lead) tested with targeted consumers; and identification of networks and partners to support the rollout of the training resources.

Impact: Small-to-medium sized museums, libraries, and archives will be able to improve the care and preservation of the country's collections.

Proposed Funding Allocation

Category	Anticipated Allocation	Purposes	Results
At Requested Level	$2.0 M total: $500K in National Leadership Grants – Libraries $500K in Museums for America Grants $1.0 Laura Bush 21st Century Librarian Program	• Small-to-medium sized libraries and museums will be able to improve the care and preservation of the country's collections by accessing a network of training resources that will include webinars, workshops, literature reviews, best practices, and needs assessment. • Assessments will include tracking the adoption rate of the trainings by field and participant satisfaction post-training and with other services.	• A background report documenting existing learning resources and educational programs that builds on the updated Heritage Health Index report. • A facilitated Town Hall, informed by the background report, with representatives from the library and museum fields to identify priorities. • A training needs assessment to inform the development of pilot training modules (including virtual self-paced and instructor lead) tested with targeted consumers. • Rollout plan utilizing the infrastructure and community created by previous IMLS funding in the Coalition for Learning in Libraries, Museum and Archives, and Connecting to Collections Care. • Identification of partners to support the rollout of the training resources and related communities of practice. • Synergy with other collections projects' efforts.

Strategic Focus: Libraries and Museums Creating Community-based Solutions for Veterans and Military Families

Introduction: As a result of examining library trends and discussions with various federal agencies and other key cooperators, IMLS has identified a new opportunity to support Military Families through Libraries and Museums and working with existing resource providers within local and national communities. While much of the initial work has occurred in public libraries, this initiative's findings will be applicable to other institutions such as private and academic libraries, archives, and museums. This initiative aligns with other areas both within IMLS and other agencies, communities, and foundations: serving families, place-making, embedding

ownership within local communities, and using technology to help job-seekers. In addition, this initiative builds upon IMLS's investments in the LSTA Grants-to-States Programs and National Leadership Grants and several exemplary projects through the Museums for America program.

Need: Prior IMLS funding helped initiate some assessment of the needs of military service members and their families. IMLS funded a military community assessment in North Carolina that involved libraries that already had some experience with serving the military community. California libraries also serve as an interesting pilot in meeting the needs of veterans in innovative ways. As the home of two million veterans—more than any other state—California libraries also saw similar needs emerge for California veterans and with IMLS LSTA funding, the California State Library launched Veterans Connect @ the Library to address needs of returning service members and their families.

This project also helps veterans learn about state and federal education, employment, housing, health, disability, and other benefits that may be available to them. Working with the California Department of Veterans Affairs (CalVet), the project provides information on how to reintegrate California veterans into the California workforce and its communities in order to provide veterans with the same quality of life as other Americans. Some libraries in the state have opened veteran resource centers staffed by trained volunteers, collections of books and other resources for veterans, websites with links to local resources for veterans, and access to computer equipment for extended periods in order to complete online applications and do research.

In the museum arena, using new media to extend the reach of exhibits and oral history projects is providing an important way to expand public knowledge of veterans' stories and experiences. For example, through IMLS funding, a botanic garden is combining training, pre-vocational internships, and therapeutic horticulture to help 15 individuals transition into the workforce, while addressing their physical and emotional reintegration challenges in a supportive environment. As another example of this work, a major urban historical society is creating a large scale exhibit on the Vietnam War accompanied by public programs and discussions, educational curricula, workshops for students and teachers, and a multimedia resource website.

A more extensive study is needed to understand how to develop a successful veterans' service program at libraries and museums. The veteran population is dynamic and shifting thus requiring a more interwoven and responsible approach.[g] For example, from 2010 to 2040 the percentage of black, Asian and all other non-white veterans is projected to keep increasing, as is the percentage of female veterans. Demands for services are also increasing with more service-connected disabled veterans and the increasing number of veterans and their families using the Post-9/11 GI Bill Program to attend postsecondary institutions.[h]

Scope: Through examining case studies and convening experts and practitioners, IMLS will create, test, and refine a framework for libraries and museums to prioritize their activities based on the local needs of military families. Such a framework could include employment resources, health issues, family re-engagement activities, access to free e-books, continuing education, or community volunteer activities. The framework will be broadly applicable for libraries or museums seeking to upgrade their current services or for those institutions who want to begin services to the military families in their communities.

[g]http://www.va.gov/vetdata/Veteran_Population.asp
[h]http://www.va.gov/vetdata/docs/QuickFacts/Education_Beneficiaries.pdf

The proposed project will show public libraries and museums how to serve the broad range of needs of individual veterans as well as their families. While particular components of the proposed project may not be novel or may already exist in some libraries, much greater effectiveness in serving this population will be achieved through an integrated approach.

Some examples of library and museum activities that support the above goals include:

- Building sustainable collaborations with local, state, and federal organizations to promote library and community information, services, and programs of interest to the military community (e.g., financial services, educational offering, free e-books access via military base libraries, companionship and outreach those in rehab or home-bound).
- Improving military family members' access to information that is important to them (e.g., special children's collections, offering family learning resources and take-home activities to build parents' involvement in their children's learning, partnering with museums, gardens, zoos).
- Providing a venue for military family members that allows re-connection with each other and with the broader community (e.g. through author and reading programs, social experiences, participatory oral history documentation, and volunteering, community gatherings inspired by documentary films, discussions of war experiences).
- Seeking ways to celebrate the service members and their families throughout the year using literature, poetry, film-making workshops, and new media.
- Connecting veterans to community volunteer opportunities where they can leverage their skills (e.g., leadership skills to help at-risk youth or other veterans experiencing difficulties; engineering and mathematical skills through affiliation with STEM programs at libraries and museums; cross-generational mentoring).
- Helping veterans find jobs and/or improve skills, leveraging existing resources in the federal, state, local and private sectors already provided by libraries and more specialized services that address the difficulties that veterans encounter in the job search process within the civilian marketplace.

Timing: The learning and jobs resources available through libraries and museums, existing efforts underway to serve veterans by these institutions, and new undertakings by the U.S. Department of Veterans Affairs (VA) make this the opportune time for this three year initiative. More specifically:

- Libraries provide a myriad of information-based services. The large majority of public libraries provide programs that support people in applying for jobs (73%), online job opportunity resources (68%), and access to online business information resources (48%).[i] Given this history and the number of public libraries (16,536),[j] the public library is a natural place to serve military service members and their families.
- Museums also can support veterans and their families. From military-themed exhibitions to programs designed to assist servicemen and women transition into civilian life, museums harness their resources to honor and serve America's veterans. Engaging exhibitions explore the art, science, technology, and legacies of America's wars, making the experiences understandable to audiences of all ages. Filmmaking workshops, skills training, internships, therapeutic horticulture, and arts therapy help individuals transition into the workforce while addressing the physical and emotional challenges inherent in reintegrating into their communities.

[i] Digital Inclusion Survey 2014, University of Maryland and the American Library Association, sponsored by the Institute of Museum and Library Services, http://www.ala.org/research/digitalinclusion.
[j] http://www.ala.org/tools/libfactsheets/alalibraryfactsheet01

- More than 2,200 museums nationally participate in the Blue Star Museums initiative, which offers free admission to all active-duty and reserve personnel and their families. This effort served more than 700,000 people in 2014, with many other museums offering military discounts or free admission.[k] Across the United States, 422 museums focus exclusively on military themes in their collections, exhibitions and programs and an additional 24 self-identify as veterans museums.[l]
- The VA is piloting a new model to engage with existing community veterans groups to improve outcomes for service members, veterans, and their families. In areas where there are no existing community veterans groups, VA is facilitating the development of veteran-focused community networks, using a model called MyVA Communities.[m] This model enables veteran advocates, service providers, veterans, and other stakeholders to have a voice in identifying their community goals and work to improve service delivery for veterans, service members, and their families. We proposed to include libraries and museums as anchor institutions for such service and community opportunities.

MyVA Communities and this proposed IMLS initiative share stakeholders: veteran service organizations; benefits providers; education service providers/organizations; employment service providers; financial service providers; housing services; legal services; mentoring and volunteer non-profit organizations; and government representatives. The lens of this initiative is how to use libraries and museums to bring services and communities together and in particular, where libraries and museums already have experience and capacity to create veterans programs, networks where MyVA Communities is launching, and those states experiencing the greatest increases in veterans' population.[n]

Outcomes: This initiative will research and understand how libraries are currently serving the military community and to develop approaches to enhance and expand that service through:
- Conducting a national research study and inventory of existing assets.
- Creating a national advisory board and conducting a national convening.
- Developing a successful national pilot program that can guide libraries and museums who want to develop their own veterans' services plan.
- A validated plan for a national rollout to the broader library community, in both rural and urban settings.
- A roadmap for development of additional technologies and integrated services working with VA and other key providers.

We will seek additional private funds so that the pilot phase could include placement of AmeriCorps members in libraries or museums to design and/or implement veterans' programming. For example, AmeriCorps members serving through California's Veterans Resource Corps are placed in local libraries where they provide individual support to veterans—connecting them to critical resources like mental and physical health benefits, family assistance programs, and educational and employment opportunities to aid their smooth transition to civilian life. Similarly, the Delaware Division of Libraries sponsors an AmeriCorps VISTA program to provide educational outreach regarding job center services to veterans, promote employment opportunities for veterans, and serve as a liaison between job centers and veterans affairs organizations.

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[k]See American Association of Museums http://www.aam-us.org/about-museums/museum-facts; and Blue Star Museums https://www.arts.gov/national/blue-star-museums/frequently-asked-questions
[l]http://www.military.com/Resources/ResourceSubmittedFileView?file=museums_museum_guide.htm
[m]http://www.va.gov/icbc/myVA.asp
[n]http://www.va.gov/vetdata/docs/Maps/VetPop14_PercentChange.pdf

<u>Impact:</u> IMLS will fund approximately ten pilot sites at locations that include a mix of rural and urban libraries and museums. The pilots will include testing mechanisms to overcome any barriers to veterans accessing technology services offered by local libraries or museums. IMLS will assist the pilot libraries and museums to find additional partners to help identify potential solutions and to improve technological resources.

Upon completion of the pilot, IMLS will develop materials that libraries and museums and their staff can use for how to improve their technology, information and services for veterans. A roadmap for enhanced technologies, improved access to information, and further integration of services will also be developed. Resources for library and museum professional staff will be hosted either on IMLS's website or that of a partner.

Proposed Funding Allocation

Category	Anticipated Allocation	Purposes	Results
At Requested Level	$4.5 M total: $1.0M in National Leadership Grants – Libraries, $1.0 M in Museums for America Grants $2.5 M Laura Bush 21st Century Librarian Program	• Create, test, and refine a framework for libraries and museums to prioritize their activities based on the local needs of military families. Such a framework could include employment resources, health issues, family re-engagement activities, access to free e-books, continuing education, or community volunteer activities. • The framework will be broadly applicable for those institutions seeking to upgrade their current services or who want to begin targeted services to the military families in their communities. • The proposed project will allow a local library or museum to play a role in assessing how best to serve the broad range of needs of individual veterans as well as their families. • Leverage networks and resources from other agencies and NGOs who currently provide services to veterans and their families.	• A background research report that summarizes the models and examples of museums and libraries engaging in veterans services as well as any learning resources available today. • A facilitated Town Hall, informed by the research that engages veteran community development practitioners, policy experts, learning practitioners, learning management system experts, and library and museum professionals in prioritizing needs that will underpin a decision-making methodology and skill-building recommendations. • Development of a roadmap and platform requirements for both the methodology's decision-making framework/tools and associated learning modules, information about and results from the pilots, evaluation resources, examples of opportunity assessments and business plans, and updates on this initiative post-pilots. • A recommended rollout plan including communications and metrics to be tracked to monitor adoption and effectiveness of the framework and associated tools and professional resources. • Support development of a professional community of practice using information about and results from the pilots; evaluation resources; examples of opportunity assessments and business plans, and updates on this initiative post-pilots.

Ongoing Strategic Initiatives

Deepening Existing Projects

The processes encompassed by each of these projects will include evaluation, scope adjustment, pilot scaling, and business plan creation.

1. *Future of National Digital Capacity Building*

Introduction: Libraries' capacity to meet community information needs in the digital age has been enabled to a great extent by the over $1 billion dollars in LSTA programmatic and discretionary funding since 1996. These funds have supported development of digital library infrastructure, content and services.
IMLS plays a key role in continuing to develop national digital capacity. Several factors are driving the continued need for this type of work:

- the growing importance of community archiving needs, both urban and rural, including repository development for underserved and diverse immigrant communities in service of community memory preservation;
- building digital preservation skills for library, museum, and archive professionals so that they can leverage current technologies to achieve their preservation and educational missions;
- the increasing pressures being put on academic libraries, archives, and museums to support data curation and open scholarship, including the creation of high-performance computing and data-storage platforms; and
- the large-scale task of assessing and preparing analog collections of all formats for digitization.

The National Digital Platform (NDP) priority was introduced in FY 2015. It replaced the "Advancing Digital Resources" priority which ran for over 15 years and was extremely broad in scope. NDP was created as a means to focus agency investment in digital infrastructure, services, and education on portfolios of the most promising initiatives with potential to be widely shared, rather than on a wide range of unrelated and not necessarily replicable technology development projects. This new, two-year initiative brings more focus to the area using a strategic national needs assessment process, and includes museums as well as libraries (NDP was previously limited to libraries).

As institutions increasingly use digital infrastructure to provide access to digital content and resources, there are more opportunities for collaboration around the tools and services that they use. It is possible for each library, museum, and archive in the country to leverage and benefit from the work of others in shared digital services, systems, and infrastructure. In addition, new forms of data result from evolving technologies such as 3-D scanning that need to be planned for within data architecture of both collections management systems and digital infrastructure.

IMLS funding aims to bridge gaps between disparate pieces of the existing digital infrastructure and creates increased efficiencies, cost savings, access, and services. To date, IMLS has funded the national digital platform through the National Leadership Grants for Libraries program and the Laura Bush 21st Century Librarian Program. We are working with private foundations and funders to maximize the impact of our prior and current federal investments.°

Need: This ongoing initiative will build on prior IMLS investments. We now need to explore how discretionary funds supporting infrastructure development, particularly in networking and data storage and preservation and access, can help states make the best use of the funds they receive through the programmatically-funded LSTA Grants to States program. IMLS intends to conduct a situation assessment of high potential investment opportunities that will further expand the ability of libraries and museums to share information to better serve their communities.

Outcomes: Products will include issuing a background report consisting of an examination of collections, programmatic, and operational needs from the field; an environmental scan of other platforms and applications that could offer interface opportunities and a present identified gaps and opportunities in the current platform; convening a Town Hall representing current and potential users as well as technical experts to identify and reach agreement on potential priorities and areas that may need further investigation; and response to those identified needs and opportunities via a map of future functionalities, a high-level feature road map, and a business plan.

Impact: We will establish mechanisms to evaluate the impact on communities and users, as well as libraries, museums, and archives served by or participating in the national digital platform; the amount and type of content available to and accessed by the people across the country, the type and number of services available, as well as the number and geographical location of users served, and the adoption rate by target markets; user satisfaction with the content and services used by educators. This information will be used to refine the investments in the platform and other related projects.

°Some examples of projects funded in 2015 include:
 - the Open eBooks initiative, which adds to existing efforts to help children develop a love of reading and discovery by making e-books available to children and youth from low-income and military families;
 - the Digital Public Library of America: IMLS, with private funders including the Alfred P. Sloan Foundation, the Andrew W. Mellon Foundation and the John S. and James L. Knight Foundation, has funded an emerging network of Service Hubs, which provide digital services to over 1600 libraries and museums across the country. Recent IMLS investments are aimed at piloting Service Hubs in new subjects and regions, and will be scaled up with future investment to reach more institutions through existing Hubs by managing audio/visual content, digital preservation and crowdsourcing services.
 - the National Digital Stewardship Residency Program: through a partnership with the Library of Congress and a series of competitive grants IMLS has established an approach to running digital stewardship residency programs in several East Coast cities. With the culmination in 2015 of a report detailing the most critical components of these programs, IMLS will now leverage this learning to scale up programs around the country. These programs have been highly effective in training librarians to take on digital leadership roles in the field.
 - Collecting, Preserving and Providing Access to Born Digital Materials: Through a diverse portfolio of investments, IMLS is developing solutions to ensuring long-term access to digital content. Investments are focused on preserving software, online content, and email. Several breakthroughs around emulation and virtualization of software offer exciting possibilities for providing access to content and are targets for further investment.

2. Strengthening Early Childhood-Family Learning

Introduction: Many institutions do not have the staff to review, pilot, and test the best approaches to engaging families with young children. Nonetheless, they have a wealth of objects, stories and local context to offer in support of young children's development. The frameworks and tools developed under this initiative will be piloted with institutions and then monitored and fine-tuned once launched so they reflect new research findings and feedback from the field.

Libraries and museums reach millions of children each year. IMLS seeks projects that that help libraries and museums more effectively engage in early learning strategies at the community, state, and national levels. Bringing families and caregivers together is an important part of maintaining community cohesiveness and engaging parents with their children's learning benefits children's development. In 2014 and 2015, the agency prioritized early childhood projects.[p] This proposed multi-year initiative builds on several key IMLS-funded projects and weaves those successes with broader best practices.

Need: This multi-year initiative continues IMLS's investments in early childhood projects in both libraries and museums. Small-to-medium sized libraries, museums, and archives can benefit from using tested approaches to developing programs for young children and their caregivers. There is also a need to consolidate and assess the many research findings from academia and disseminate them in a digestible and applicable format to the field. Early childhood learning can occur in any setting and this initiative will focus on supporting institutions to leverage the varying stories, objects, disciplines, and cultural context within their communities.

Outcomes: IMLS will evaluate the impact of adult, family, and caregiver engagement on early learning and skills development in children to guide future investments in promising strategies and outcomes. The ultimate goal is to create an easily accessible platform, tailored to the context and needs of small-to-medium sized institutions, or those new to offering early childhood programs in informal settings. This initiative will support the use of existing library and museum resources and encourage collaboration within communities. An important part of this initiative is understanding how to get museum and library professionals and "consumers" to use and adopt these new resources and apply them to their local organizational and community contexts. The ultimate success of this initiative will be assessed through the creation of a staggered series of pilots and evaluation with selected museum and library "consumers" to determine ease of applying the frameworks and tools. In addition, it will include a successful communications plan that facilitates roll-out, high levels of adoption, and ease of on-boarding. Evaluation will include assessing changes in attitudes towards and understanding of STEM concepts and engagement of families during their experiences at the libraries and museums.

[p]In 2015, IMLS funded a year-long project, Prescription for Success, to support collaborations between libraries, museums, and Reach Out and Read (ROAR) program sites. The project helps more families benefit from museum and library services that foster literacy development in young children. We will assess the impact of library and museum use by families with small children and explore new ways that ROAR doctors and their staffs can connect families to museum and library literacy services. ROAR, Let's Move! Museums and Gardens, and other IMLS-supported projects are addressing issues of health and wellness in museums and libraries by helping families to understand how nutrition, play, and sleep promote healthy and productive lifestyles.
IMLS also supported Mind in the Making in the creation of the Seven Essential Life Skills Modules for Museums and Libraries. Life Skills all involve what researchers call "executive functions of the brain"—functions that take place in the prefrontal cortex and that weave together social, emotional, and intellectual capacities, enabling us to use what we know in pursuit of our goals. By engaging families and professionals in an exploration of their own life skills, the program aims to empower caregivers to support early development of all kinds of skills and literacies in the children in their care.
IMLS continues to support Museums for All, a program that enables low-income families to visit participating museums for a minimal fee.

Impact: IMLS will gather directional research findings, measure the number and types of pilots participating in the initiative, determine evidence of sustainability within each participating organization, and monitor indicators of successful scaling into the field. This will include tracking how well small-to-medium sized libraries and museums use these new approaches in development of their programs for young children and their families. IMLS will also support research to determine if these pilots result in improved inquiry skills and enhanced attitudes toward science in children and increased engagement of families during their experiences at libraries and museums.

3. *Deepening STEM Learning through the Engagement of Experts*

Introduction: Museums and libraries are leaders in participatory learning. They leverage their resources, collections, and public trust to strengthen community-based learning, particularly for critical thinking, problem-solving, collaboration, and engagement in STEM. Learning spaces in museums and libraries enable visitors to pursue their own interests and to collaborate and share. They also provide an environment where the public can engage in science through discovery activities and dialoging with practicing scientists and other technical experts. STEM has been a major funding priority for IMLS since 2012 and plays a unique role in ensuring that museums and libraries are integrated in to STEM ecosystems.

There is an opportunity to further define best practice models about how scientific and technical experts—whether medical researchers and road engineers or art conservators and dental hygienists—can successfully engage young children and their families in STEM activities and inspire interest in STEM-based careers. Every community has those experts to draw upon to enhance their informal educational STEM efforts

Scope: Many libraries and museums do not have the staff to review, pilot, and test the best approaches to engaging local scientists, technicians, researchers, and engineers with their audiences. They, nonetheless, have a wealth of objects, stories, and eager "experts" within their communities to deploy in STEM programming. This three-year initiative will build upon and continually evaluate proven projects and research funded not only by IMLS but other agencies, universities, corporations, and private foundations. It will synthesize the work of these organizations in order to give libraries and museums tools to meld the storytelling of "STEM experts" with objects, documents, and literature.

Need: There has been much interest in the role of scientific and technical experts in fostering STEM engagement to increase content knowledge and process skills in children. Many funders (e.g., IMLS, the National Science Foundation, corporate foundations) have supported efforts to have their employees participate in science fairs, teacher training and to roll out more formal efforts (such as Portal to the Public; Pushing the Limits: Making Sense of Science; Makerspaces). However the specific importance of the stories and narratives of "experts" within informal learning environments has not been formally researched. This impacts an institution's ability to know when and where to place an "expert" within a gallery, library, or educational program for maximum impact, and how to draw upon the different types of stories of such an "expert."

Outcomes: The success of this research-to-scaling initiative will be measured by an increase in the number of family visitors who expressed increased interest in scientific endeavors. IMLS will support a research partner or partners in the development of a research plan to test the selected approach at a limited number of libraries and museums. Based on design-based research results, IMLS will support piloting with selected museum

and library professional "consumers"; and based on engagement with the advisors, develop a user's manual containing both the STEM learning frameworks and tools and practical tips to help others adapt the research results. Other outcomes will include conducting webinars and workshops to help "consumers" implement the findings; development of a communications plan to assist with keeping the field informed about the initiative and creating a summary of findings to present at national and regional conferences. IMLS will also support creation of a virtual assessment and coaching program. A host institution will maintain a website as a repository of frameworks, best practices, available coaches, and resources, and IMLS will build partnerships with other federal agencies, corporations, and foundations to continue to monitor trends in this arena.

Impact: IMLS will measure the number of pilots and modules, and the adoption rate by field and by type of institution. In addition metrics will be collected including "consumer" satisfaction with the tools and services and their ability to utilize them successfully within their organizations. We will also measure the persistence of partnerships and collaboration to monitor investments among funders and between agencies. IMLS will also develop measures to see if these pilots result in positive impact on children and their families during the pilot activities.[q]

4. *Technical Assistance to Help Build Capacity among Small and Medium-Sized Museums*

Museum Assessment Program: For the past twenty-five years this program has strengthened museums in the areas of governance, collections, and community engagement.

Conservation Assessment Program: IMLS will work with a cooperator to implement a newly re-conceptualized program to help improve the care of the nation's collections.

5. *Building Networks to Efficiently Impact the Museum Field*

IMLS seeks to invest in projects that are carefully piloted and designed to achieve broad reach into museums nationally. Efforts include expanding on work stemming from an FY 2015 national convening of state and regional museum associations. Building on initial collaborative work coordinated by the California Association of Museums, IMLS will evaluate future investments in support of state museum associations' collaborations. IMLS will help to develop a business model to increase efficiencies and impact in the field from these state associations. These institutions provide much-needed grassroots training for both paid and volunteer museum professionals. Outcomes will include an online platform to support communications and collaboration as well as an online toolkit to support effective management and administrative decision-making.

In addition, the pilot phase of Museums for All will soon be concluded and evaluated for further scaling. This program ensures that every family and child has access to high-quality museum experiences. Participating museums will offer free or reduced-price admission for up to four individuals in a group upon presentation of an EBT (electronic benefit transfer) card.[r]

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[q]Evaluation will include observations and interviews to assess: increased engagement by the child with the expert, increased content understanding, increased participation by parents, and positive affinity with "expert."

[r]https://www.imls.gov/news-events/upnext-blog/2015/11/join-museums-all-initiative.

IMLS is investing in other projects that will provide the foundation for broader field-wide impact for museums (e.g., business plans for museum cafes, visitor experience data collaborative for science centers, and data collection tools for monitoring animal behavior/health in zoos).

Exploratory Projects

The processes encompassed by each of these projects will include research, scope development including key stakeholders' input, and creating project plans. These projects will lay the groundwork for possible future development and scale-up, based on evaluation results.

IMLS is adopting a portfolio management approach. New ideas often arise from trends observed in the open grants programs. At other times, a partner who also serves libraries and museums may be undertaking activities that could be deepened.

1. *Department of Education Open Educational Resources (OER)*

From K-12 to higher education, from the academy to community colleges, and across formal and informal education, creators of educational content are increasingly openly licensing that content. There is already a wealth of open educational resources available online. As more federal agencies follow the Department of Labor's lead by requiring open licensing for educational content created with federal funding, this body of content will continue to expand. Open educational resources provide substantial learning opportunities for people across the country and around the world.

Due to the quantity, diversity, and complexity of this content, there are significant challenges related to curating this content and connecting individual learners with the right educational materials for their needs and interests. Specifically, it is difficult for learners to find relevant materials, to discern between high and low quality resources, and to know what kinds of resources are available.

Libraries and museums have extensive expertise in helping learners find relevant information and thus can help ensure that investments in open educational resources have the largest impact possible. We will monitor increases in requirements for open licensed content; curation activities related to OER materials; and the availability (number/type/publisher) of curated high-quality open educational resources.

This work builds on a collaboration to create an Open Educational Resources playbook between the IMLS, the Department of Education, and the State Department and the IMLS National Digital Platform investments. IMLS will collaborate with the Department of Education to make learning materials, data, and educational opportunities available without restrictions, access barriers, or exclusive proprietary systems. There is a great need in the next years to train libraries and museums to work more closely with schools to provide access to high-quality curated learning resources that support classroom learning, including freely accessible, openly-licensed materials that can be constantly updated and adjusted to meet students' needs.

2. *Gaming as an Educational Tool for Youth*

Popular media like film, television, and graphic novels have long been used to engage children and teens.

Museums and libraries can serve as ideal venues to empower youth to engage with educational media first-hand. Creative game design is a learning pathway that involves systems thinking, creative problem solving, art and aesthetics, writing and storytelling, user experience design, communications, collaboration, and cultural literacy. It also teaches real world skills in computer sciences to help fill the pipeline in those career areas.

This interest area builds on IMLS's history of helping libraries and museums to deliver 21st Century skills, including work with at risk youth and through making.[s] IMLS funded $23 million in 140 STEM related projects in FY 2013-2014. Activities focused on STEM learning for at-risk youth remained a priority for FY 2015 discretionary funding.[t] In FY 2016 the agency will continue its investments in STEM-focused efforts. In FY 2017, we will work with the field and other learning-focused entities (e.g., corporations, learning communities[u], and researchers) in order to identify the role(s) for gaming within museums and libraries. An important outcome will be identifying collaborators, opportunities, and a direction for preliminary research and piloting.

3.   Reflecting the Changing Demographics of America's Communities

a. IMLS will continue to work to align the goals of our grant program with the Association of African American Museums and state networks of African American Museums. We will evaluate the findings of a 2016 grant to support capacity building in this community and to develop strategic plans for integrating the work of these national and state organizations.

b. Both the Latino and the Asian communities within the U.S. have grown and will continue to do so. In FY 2017, IMLS will expand exploratory meetings with leaders in these communities to understand how to improve outreach and to help them access our resources and grants. IMLS investments can help both immigrants and at-risk youth gain marketable skills, discover their future potential, and build confidence and coping tools through language and literacy programs and hands-on learning and skills acquisition.

4.   Research and Modeling Activities

New activities starting in FY 2017 will include:

a. Audience/Business Modeling - IMLS will work to provide a framework for strategic decision-making and investing that will be available to museum and library boards and staff. This effort will draw on the Museum Universe Data File work to date and additional data sets.

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[s]https://www.imls.gov/assets/1/AssetManager/Makerspaces.pdf

[t]For example, in partnership with the Children's Museum of Pittsburgh, IMLS will launch a freely accessible toolkit for all museums and libraries to use to create makerspaces and programs.
https://www.imls.gov/news-events/news-releases/imls-and-children's-museum-pittsburgh-partner-makerspaces-project?CategoryId=1&F_All=y
https://www.imls.gov/news-events/news-releases/museums-and-libraries-middle-maker-movement

[u]IMLS and the National Writing Project support the Learning Labs Community of Practice, a community of educators committed to adapting, extending, and contributing to the curricula, program models, digital tools, and other prototypes tested/developed in YOUmedia/Learning Labs, a collaboration of IMLS and the MacArthur Foundation.

b. Impact and Performance Evaluation - IMLS will develop an internal set of indicators to track the impact of grant-making investments. IMLS will research similar approaches at private and corporate foundations as well as at other state and federal agencies. The emphasis will be on evaluation to understand and strengthen program effectiveness. Under certain circumstances, IMLS may also fund statistical or quasi-statistical[v] evaluations to test causal effects in pilot projects, innovations, or new delivery models to determine cause and effect, scalability, or feasibility.

In addition, the agency will develop an internal set of indicators to track the effectiveness of the IMLS grant-making process. Factors such as number of new applicants, geographic spread of applicants, ease of application process, and satisfaction with proposal feedback received will be tracked and used to improve the application process for the museum/library professional community.

IMLS will also try to measure outcomes from its funded grants in order to disseminate concrete learnings to the field and to hone its grant-making strategy. In FY 2017, working with the field and also by researching other best practices in grant-making, the agency will create a consistent set of measureable, meaningful, and actionable evaluation indicators for every grantee.[w] There will very likely be grant program-specific evaluation indicators that are more appropriate to sub-fields (e.g., rural museums versus university libraries, or collections conservation versus outreach programs). We will explore building this evaluation process into each award so there are resources for IMLS to evaluate the success of grants using outside evaluation consultants. In addition, we would provide a set of peer recommended and experienced evaluators (both independent firms and university researchers) who could be selected by a grantee.

5. *Professional Development for Museum and Library Staff*

In FY 2017, IMLS will support professional development for librarians and museum professionals. One way is through the three previously discussed FY 2017 initiatives— Community Anchors to Catalysts: The Transformed Role of Museums and Libraries; Building Capacity in Collections Care, Conservation, and Preservation Skills; and Libraries and Museums Creating Community-based Solutions for Veterans and Military Families—which address skills gaps in content knowledge and process expertise. IMLS's professional development philosophy is to provide frameworks, methods, and tools to allow library and museum professionals to address their institutional needs.

Another source of information will be the "Coalition to Advance Learning in Archives, Libraries and Museums" which is developing and sharing standards for continuing education. IMLS will use these standards to fund grantees that create innovative training or develop specific training modules.

Finally, IMLS will examine and benchmark ways to increase diversity in the library and museum fields. Several efforts are underway in sub-disciplines of the field.[x] The agency wants to understand where future areas of opportunity exist; for example, how to make high school and community college students aware of career opportunities in libraries and museums and support their enrollment and retention.

[v]Small sample sizes may be unable to draw statistically valid conclusions but may provide directional or trend insights for managers.
[w]The agency will build upon the shift from project-level assessment to program-level performance assessment implemented in FY 2016, when performance reporting requirements were modified for all formula and discretionary grant programs.
[x]For example, the Association of Research Libraries' diversity recruitment efforts http://www.arl.org/news/arl-news/3706-arl-mla-diversity-and-inclusion-initiative-2015-2017-fellows-chosen#.VqWL4FJ7mOo and the Andrew W. Mellon Foundation study on art museum leadership https://mellon.org/news-publications/articles/Diversity-American-Art-Museums/

6. Building Digital Success

In FY 2017, IMLS will continue to encourage broadband adoption and digital literacy training. More than 60 million people lack access to broadband, and many more lack basic digital literacy. While cost is a major barrier to adoption of broadband, it is not the only barrier. Basic digital literacy such as how to use a computer or conduct research is also important. Digital literacy training programs are in high demand and libraries are the place many learn these skills.

High-speed broadband connectivity is a critical utility for an educated and successful workforce. IMLS is particularly interested in supporting traditionally underserved communities that often lack high-speed broadband connections. IMLS is funding development of a network assessment toolkit and technical assistance program for rural and tribal libraries. These libraries provide critical public access to computers and the Internet with support and training from professionals, but many have inadequate connectivity and Wi-Fi. The toolkit will help libraries configure, modify, and manage their networks. After piloting in 30 rural and tribal communities, IMLS will consider an expanded roll-out for FY 2017.

IMLS has also awarded a grant to the Chief Officers of State Library Agencies to develop best practices and expand technical support for E-rate-funded public library Wi-Fi and connectivity expansions. This grant will support libraries in assessing connectivity needs, procuring efficient and competitive broadband services, and completing E-rate applications. This initiative will be implemented in partnership with the American Library Association's E-rate Task Force to ensure that library information services and free public access points are available to all.

Budget Request - Details

Impact Assessment and Learning

FY 2017 Budget Request: $1,920,000

IMLS requests $1,920,000 to collect data, carry out research, and identify best practices in cooperation with the nation's libraries and museums. The Museum and Library Service Act authorizes the Director of IMLS to annually conduct policy research, analysis, and data collection with ongoing collaboration (as determined appropriate by the Director), and in consultation, with (1) state library administrative agencies; (2) national, state, and regional library and museum organizations; (3) other relevant agencies and organizations.

Planning, Research, Evaluation, and Data Collection

IMLS conducts studies of our programs and their populations, including evaluations of existing programs, assessments of innovative approaches to museum and library services, research syntheses, and descriptive and exploratory studies. IMLS also manages a federal statistical program, which identifies national service trends; public use of museum, library, and information services; and the impact and effectiveness of museum, library, and information services. The statistical program provides reliable and objective data in a wide variety of formats used by scholars and researchers to inform policy decisions. A recent example was the Federal Communications Commission's use of the Public Library Survey to analyze the potential impact of proposed E-Rate Modernization changes.

FY 2017 projects will include:

i. The Public Library Survey provides information on key metrics of library health and services across the United States and the outlying territories. The survey tracked trends in libraries. In addition to the longstanding library data collections efforts, IMLS uses other federal data to analyze how public libraries serve their communities, including summary report of overall findings, research briefs highlighting topics of general interest, and a public use data file.

ii. The State Library Administrative Agency Survey is conducted every two years, which provides descriptive information about state library agencies and the current state and health of state library administrative agencies. IMLS produces a summary report of the overall survey findings and a public use data file, which are used by the Chief Officers of State and Library Agencies, federal policy makers, government and library administrators at federal, state, and local levels, researchers, and the American Library Association.

iii. The Museum Universe Data File and Visualization Tool is a list of known museums and similar organizations (e.g., zoos, botanic gardens, historic sites) in the United States, and is a public use file updated twice a year. It is useful to policymakers at the federal, state, and local level, associations such as the American Alliance of Museums, researchers, and the public. It forms the basis for future modeling and research that can be achieved by overlaying other data sets.

iv. Work continued on the first National Household Survey about Public Needs for Library and Museums Services in 2015 and IMLS intends to issue a report in late 2016. The survey will answer questions about how the public use museums and libraries and what services they expect. After feedback from the field is gathered about the results from the first survey IMLS will begin planning for a second survey.

v. Funding within this program will also include grants, cooperative agreements and interagency agreements to support research, data collection, and evaluation to address the needs of the museum and library fields.

Grants Programs Overview As Structured by Appropriations Legislation

Each of the IMLS grant programs supports the goals of the agency's strategic plan. IMLS funds competitive grants in three categories: 1) providing seed money for innovation, research, and emerging practice; 2) building capacity for institutions that serve targeted populations; and 3) scaling effective practice and monitoring. Through these grants, IMLS identifies new promising practices and provides proven/best practice tools and approaches for the field.

1. National Leadership Grants for Libraries

National Leadership Grants for Libraries support projects that address challenges faced by libraries and archives and that have the potential to advance practice in those fields. National Leadership Grants projects generate new tools, research findings, models, services, practices, and alliances that can be widely used, adapted, scaled, and replicated to extend the benefits of federal investment. These projects seek innovative responses to identified challenges and have national impact.

Amount requested, 2015	$97,300,427
Amount awarded, 2015	$10,748,123

2. National Leadership Grants for Museums

National Leadership Grants for Museums support projects that address critical needs of the museum field and that have the potential to advance practice in the profession so that museums can improve services to the American public. Grants support the development, implementation, and dissemination of model programs to address field-wide needs; training and professional development programs, tools, or resources that impact multiple institutions by building the knowledge, skills and abilities of museum staff and/or volunteers; and research focusing on any broadly relevant aspect of museum practice. Grants are aligned with the IMLS strategic plan and provide support for learning experiences, community anchors, and collections stewardship.

Amount requested, 2015	$21,849,145
Amount awarded, 2015	$7,587,170

Sparks! Ignition Grants for Libraries and Museums

These grants, funded through the National Leadership Grant program, are an opportunity to expand and test the boundaries of library, archive, and museum practices. They are small, targeted investments in high-risk, innovative ideas to respond to challenges and opportunities facing natural, arts, and cultural heritage institutions. This program covers a wide range of collecting and non-collecting museums and related organizations (e.g., zoos, aquaria, botanic gardens, nature centers, natural history museums). Many of the innovative ideas that are tested with Sparks! Ignition Grants ultimately result in larger-scale National Leadership Grant projects.

Amount requested, 2015 (Libraries)	$1,507,357
Amount awarded, 2015 (Libraries)	$473,343
Amount requested, 2015 (Museums)	$921,019
Amount awarded, 2015 (Museums)	$139,580

3. *Laura Bush 21st Century Librarian Program*

This program invests in library and information professionals to prepare them for the future. Grants support education and professional development including scholarships for graduate students; internship and residency programs; curriculum and program development for graduate programs in library science, archives, or school librarianship; and early career development and research by library school faculty members.

Amount requested, 2015	$36,943,857
Amount awarded, 2015	$9,056,164

4. *Native American/Native Hawaiian Library Services*

This program builds capacity among native communities to meet the educational needs of their populations. It offers three categories of grants to libraries or organizations serving the needs of federally recognized Indian tribes and Native Hawaiians:
- Basic tribal grants to support materials, computers, and connectivity (non-competitive)
- Tribal enhancement grants to expand partnerships for learning and access (competitive)
- Native Hawaiian grants to enhance existing or support new services in organizations that serve native Hawaiians (competitive)

Amount requested, 2015	$7,304,338
Amount awarded, 2015	$3,861,000

5. *Native American/Native Hawaiian Museum Services*

Native American/Native Hawaiian Museum Services grants support Indian tribes and organizations that primarily serve and represent Native Hawaiians. They provide opportunities to sustain heritage, culture, and knowledge through strengthened activities in areas such as exhibitions, educational services and programming, professional development, and collections stewardship. This program encourages knowledge sharing among these tribal communities.

Amount requested, 2015	$1,522,883
Amount awarded, 2015	$924,000

6. Museum Grants for African American History and Culture

This program funds projects developed by or on behalf of museums with a primary purpose based in African American life, art, history, and/or culture. Grants provide opportunities to strengthen operations at African American museums through planning, interpretive program and exhibition development and delivery, developing forums for community dialogue, creating partnerships among museums and/or institutions of higher education, improving collections management and stewardship, and advancing knowledge, skills, and other expertise of current staff and those new to the African American museum practice.

Amount requested, 2015	$3,394,060
Amount awarded, 2015	$1,407,000

7. Museums for America

Museums for America (MFA) grants support projects that strengthen the ability of an individual museum to serve its public. Grants are aligned with the IMLS strategic plan and provide support for learning experiences, community anchors, and collections stewardship. Museum applicants are offering a menu of options from which they can choose investment alternatives that best fit them and their current needs. MFA grants are available to a wide range of institutions that fit legislatively determined eligibility criteria. These include aquariums, arboretums, art museums, botanical gardens, children's/youth museums, general museums, historic houses/sites, history museums, natural history/anthropology museums, nature centers, planetariums, science/technology centers, specialized museums, and zoological parks.

MFA grants assist institutions in achieving specific goals defined in their strategic plans through projects that generate measurable results tying directly to a documented need or challenge, and that in so doing, strengthen the institution's ability to serve its public.[y] Each award will be aligned tightly with one of three specific pro-grammatic goals identified in the IMLS Strategic Plan, 2012-2016, which allows the agency to document the alignment of its grant making with IMLS strategic goals and objectives. By tracking both funding level and project category for institution types across time, the agency is developing an improved picture of evolving museum and community needs.

Amount requested, 2015	$53,903,405
Amount awarded, 2015	$20,207,105

8. LSTA Grants to States

The LSTA Grants to States program provides funds to State Library Administrative Agencies (SLAAs) and is a formula grant awarded upon population. The IMLS Library Grants to States program awards population-based formula grants to each SLAA in the 50 states, the District of Columbia, Puerto Rico, the Virgin Islands, American Samoa, Guam, and the Commonwealth of the Northern Mariana Islands. The formula consists of an equal allotment for each state plus a supplemental amount based on population.

[y]The agency expects numbers to approximate those of the previous two years (FY2014 and FY2015), meaning that 20% of the MFA awards will range from $5,000 to $25,000 and 80% will range from $25,001 to $150,000.

Population data are based on the information available from the U.S. Census Bureau website. The 2010 Act sets base allotments of $680,000 for states, D.C., and Puerto Rico, and $60,000 for the other entities. The law limits the amount of funding available for administration at the state level to four percent and requires a 34 percent match from non-federal state or local funds.

Programs and services delivered by each SLAA support the purposes and priorities set forth in the Library Services and Technology Act (LSTA). SLAAs set goals and objectives for their states regarding the use of Grants to States funds within the statutorily required five-year plan approved by IMLS. These goals and objectives are determined through a planning process that includes statewide needs assessments.

Support for Pacific Territories, Freely Associated States, and the Virgin Islands

Grants to the Pacific Territories and the Freely Associated States (FAS) are funded under a Special Rule, 20 U.S.C. § 9131(b)(3), which authorizes a small competitive grants program in the Pacific region and the U.S. Virgin Islands. There are seven eligible entities: Guam (GU), American Samoa (AS), the Commonwealth of Northern Mariana Islands (CNMI), the Federated States of Micronesia (FSM), the Republic of the Marshall Islands (RMI), the Republic of Palau (PU), and the U.S. Virgin Islands (VI). The funds for this grant program are taken from the allotment amounts for the FAS (FSM, RMI, and PU). The territories (GU, AS, CNMI, VI) receive allotments through the Grants to States program and, in addition, may apply for funds under the competitive program. Five percent of this program's funding is set aside for Pacific Resources for Education and Learning (PREL), based in Hawaii, to facilitate the grants review process. The projects funded under this program also support the LSTA purposes.

Evaluation

Every state is required to submit evaluation reports (FY2008-2012 grant cycle) and five-year plans (FY2013-2017 grant cycle) and an annual State Program Report. IMLS program staff review these data to measure the costs of library services and to compare the cost-effectiveness of programs.

LSTA Grants to States program staff review annual reports from each state. These reports describe purposes, methods, outputs, and outcomes for projects that are carried out by SLAAs or their sub-awardees. In partnership with the IMLS Office of Planning, Research, and Evaluation, the Grants to States staff also review administrative data submitted by the states and territories in their evaluation reports (FY2008-2012 grant cycle) and five-year plans (FY2013-2017 grant cycle). Such ongoing review and evaluation guides more systematic measurement of costs associated with library programs and services, defines outputs and outcomes, and allows for useful comparisons of cost-effectiveness across programs.

In partnership with the SLAAs, IMLS is developing a project reporting system for the program. IMLS has provided significant technical assistance to the states and territories to clarify the range of activities supported by LSTA, develop a new outcome-based reporting system, and build a strong community for sharing effective practice. In FY 2014, 16 SLAAs worked with IMLS staff to develop the new system. Beta testing of the new reporting system will continue into FY 2015 with roll out to all states in FY 2016.

Planning and Reporting

All states must develop a five-year plan outlining their major goals for the five-year grant cycle. Every state is required to submit annual reports and a cumulative evaluation report at the end of each five-year grant cycle. Five-year plans, submitted in December 2012, cover activities from FY 2013 through FY 2017. Significant program priorities outlined in the plans include the following:

STEM, Makerspaces, Learning Labs
Twenty-four states offer programs and services that enhance skills needed for success in the 21st century. These include digital literacy, which encompasses the use of all digital devices; information literacy, which emphasizes the ability to locate, assess, and critically evaluate information; and media literacy, which includes the ability to create content in a wide variety of modes and formats.

Literacy Programs
All states fund literacy programs such as summer reading programs, innovative reading motivation programs, purchasing reading materials, and working with state and federal agencies and community organizations to improve literacy. Eighty percent of states plan to fund early childhood resource centers and develop collaborative partnerships with schools, public libraries, and other community organizations.

Technical Infrastructure / Broadband Support
All states use their funds for the acquisition and maintenance of computing hardware and software. States use federal funds to provide technical assistance to regional and local (many rural) outlets, purchase computers and mobile devices equipped with basic office programs for public use at no charge, and acquire servers or cloud services. More than 70 percent of states specifically identified improving broadband access as a priority. States use federal funds to purchase statewide telecommunications services for public libraries, foster relationships with Broadband Technology Opportunity Program (BTOP) partners, and provide assistance to states procuring and managing E-rate discounts.

Workforce Development
Half of the states have identified workforce and small business development as a primary community need. States use federal funds to support job centers and programs, develop resume-building and interview skills in library customers, and acquire business databases for market research.

Civic Engagement
Fifteen states have identified civic engagement as an important community need. These states use federal funds to promote libraries as community hubs where residents can participate in public forums on local and national issues, offer community meeting spaces, and provide referrals to federal and state agencies and community organizations that can offer direct services or expertise.

All states plan to sustain or improve access to resources in all formats. States will use their grant funds to deliver books by mail or bookmobile to underserved populations, provide access to collections for the blind and print disabled, provide interlibrary loan services, and support integrated online searching and borrowing of materials. All states plan to purchase e-content including databases with full-text access, e-books, and e-audiobooks. A majority of states purchase statewide access to e-content, decreasing the cost for individual libraries. Seventy percent of states will use funds to digitize and provide access to local and archival

collections including state government documents and to develop and promote guidelines and standards, purchase or upgrade digital asset management software and services, and provide training to staff.
Since FY 2013, SLAAs reported on the results of programs and services delivered through the Grants to States program using IMLS's "Measuring Success" initiative. To date this initiative has involved over 70 volunteers from 54 SLAAs who are collaborating to:

- identify trends and share best practices in federally supported library activities; and
- develop strategies to ensure that these activities deliver high quality public service.

The new grant reporting tool, the State Program Report (SPR), was fully implemented by all states for the first time in 2015, effective for the award period of performance that ended September 30, 2015. Those reports are now being input into the SPR by the SLAAs. Through the new reporting tool, IMLS and all libraries will be able to better identify and understand national needs and trends; identify best practices; and develop plans to improve services through the data being reported by SLAAs.

A final, critical component is the ability to measure and report on the impact and effectiveness of library services. As a part of the phased development and rollout, the outcome measures component was introduced to sixteen state pilots for the FY2014-2015 funding year (reports due December 30, 2016). It is being rolled out as a mandatory component for all states reporting for projects funded with the FY 2016 two-year grant award (reports due 12/30/2017). The information that is being collected over the next two award periods will help SLAAs develop their next five-year plans, as well as develop evaluation processes with a strong system of "results-based management."
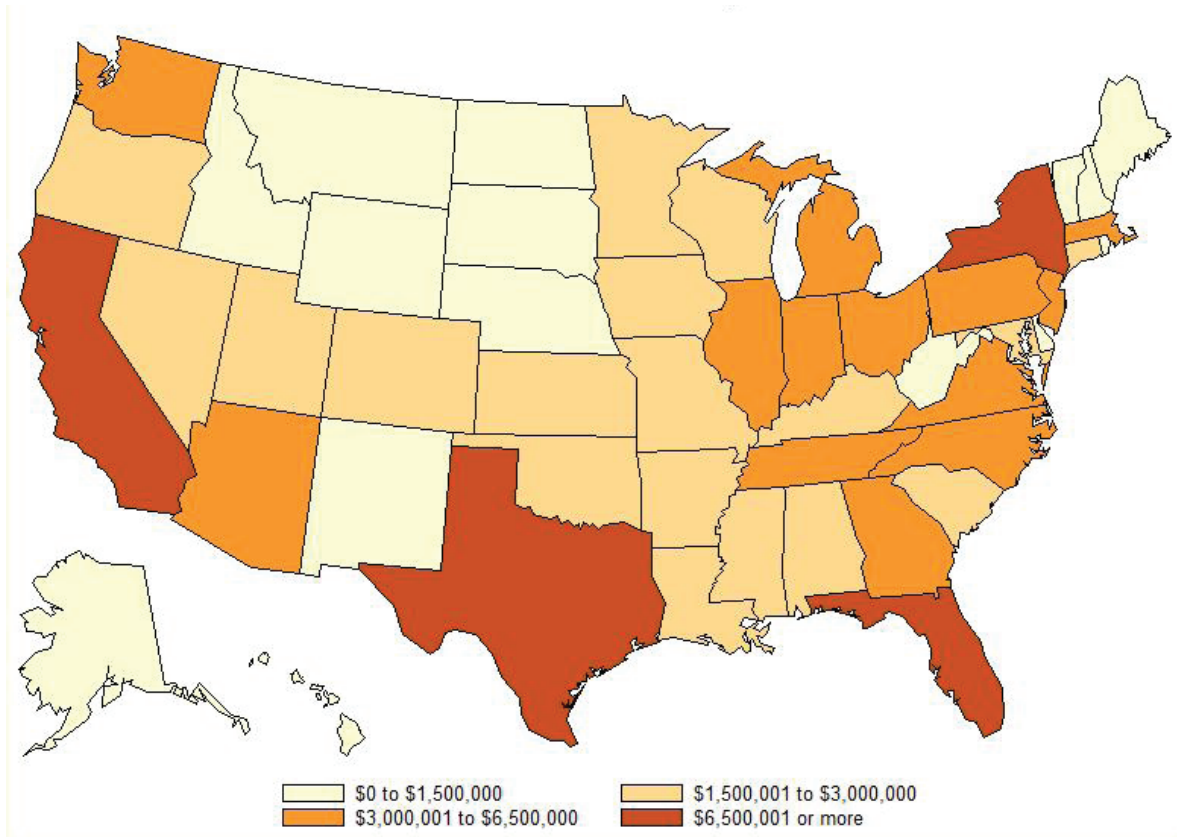
INSTITUTE *of* **Museum** and **Library** SERVICES **Program Descriptions**

FY 2015 Library Grants to States Distribution

☐ $0 to $1,500,000	☐ $1,500,001 to $3,000,000
☐ $3,000,001 to $6,500,000	☐ $6,500,001 or more

FY 2017 Budget Request: $154,848,000

The Grants to States program provides funds to SLAAs.

Awards Based upon State Plan and Population-Based Formula

The Grants to States program awards population-based formula grants to each State Library Administrative Agency (SLAA) in the 50 states, the District of Columbia, Puerto Rico, the Virgin Islands, American Samoa, Guam, and the Commonwealth of the Northern Mariana Islands. The formula consists of an equal base allotment for each state plus a supplemental amount based on population. Population data are based on the information available from the U.S. Census Bureau website. The 2010 Act sets base allotments of $680,000 for states, D.C., and Puerto Rico, and $60,000 for the other entities. The law limits the amount of funding available for administration at the state level to four percent and requires a 34 percent match from nonfederal state or local funds. Programs and services delivered by each SLAA support the purposes and priorities set forth in the Library Services and Technology Act (LSTA). SLAAs set goals and objectives for their states regarding the use of Grants to States funds within the statutorily required five-year plan approved by IMLS. Goals and objectives are determined through a planning process that includes statewide needs assessments.

Table 2: State Allotments for FY 2012–2017

State	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Request
AL	$2,501,154	$2,416,705	$2,499,013	$2,476,238	$2,496,884	$2,457,603
AK	$952,947	$941,340	$955,925	$952,890	$956,117	$950,147
AZ	$3,250,835	$3,024,120	$3,152,086	$3,173,382	$3,233,171	$3,177,971
AR	$1,800,586	$1,742,394	$1,792,501	$1,778,761	$1,793,619	$1,769,542
CA	$15,029,503	$14,309,664	$15,030,377	$15,052,678	$15,317,151	$15,000,691
CO	$2,641,949	$2,530,270	$2,636,913	$2,663,845	$2,720,339	$2,676,226
CT	$2,038,047	$1,974,810	$2,034,387	$2,012,231	$2,022,715	$1,993,685
DE	$1,023,258	$1,008,026	$1,025,955	$1,026,557	$1,033,707	$1,026,059
FL	$7,871,982	$7,571,343	$7,967,170	$8,048,596	$8,259,897	$8,096,017
GA	$4,495,213	$4,229,250	$4,422,103	$4,420,116	$4,499,572	$4,416,992
HI	$1,159,084	$1,177,141	$1,205,222	$1,205,813	$1,215,308	$1,203,736
ID	$1,280,599	$1,253,142	$1,281,957	$1,285,415	$1,298,817	$1,285,438
IL	$5,664,245	$5,333,615	$5,536,935	$5,451,043	$5,488,648	$5,384,684
IN	$3,161,761	$3,036,565	$3,146,080	$3,123,514	$3,155,251	$3,101,735
IA	$1,844,037	$1,787,353	$1,839,676	$1,830,898	$1,848,098	$1,822,843
KS	$1,773,974	$1,718,260	$1,768,651	$1,755,667	$1,768,730	$1,745,191
KY	$2,350,899	$2,259,990	$2,332,425	$2,314,771	$2,334,644	$2,298,870
LA	$2,424,055	$2,334,293	$2,415,973	$2,117,896	$1,907,797	$2,388,732
ME	$1,185,547	$1,160,282	$1,181,411	$1,172,672	$1,177,066	$1,166,320
MD	$2,889,137	$2,787,551	$2,899,835	$2,893,697	$2,863,959	$2,877,374
MA	$3,233,374	$3,062,100	$3,114,756	$3,178,539	$3,220,591	$3,165,663
MI	$4,504,022	$4,251,300	$4,328,074	$4,350,678	$4,390,280	$4,310,063
MN	$2,717,086	$2,612,740	$2,709,174	$2,701,369	$2,732,686	$2,688,306
MS	$1,819,928	$1,757,051	$1,806,004	$1,789,025	$1,798,902	$1,774,711
MO	$2,994,821	$2,853,508	$2,951,676	$2,925,990	$2,954,825	2,905,643
MT	$1,057,408	$1,040,956	$1,059,170	$1,059,140	$1,066,243	$1,057,893
NE	$1,377,353	$1,346,312	$1,299,115	$1,376,920	$1,389,029	$1,373,700
NV	$1,702,212	$1,664,773	$1,720,752	$1,731,619	$1,760,954	$1,737,583
NH	$1,189,626	$1,156,668	$1,178,215	$1,171,459	$1,177,545	$1,166,788
NJ	$4,042,569	$3,869,793	$4,023,991	$3,990,753	$4,029,608	$3,957,188
NM	$1,463,144	$1,432,947	$1,466,728	$1,452,508	$1,459,670	$1,422,814
NY	$8,146,018	$7,718,754	$7,632,818	$7,929,546	$8,082,104	$7,922,067

Table 2: State Allotments for FY 2012 - 2017 (continued)

State	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Request
NC	$4,322,143	$4,171,823	$4,173,865	$4,363,304	$4,229,540	$4,354,046
ND	$931,737	$927,315	$943,921	$953,909	$963,032	$956,914
OH	$5,120,439	$4,854,737	$5,034,831	$4,974,547	$5,022,527	$4,928,640
OK	$2,114,098	$2,051,036	$2,119,065	$2,116,453	$2,073,540	$2,110,919
OR	$2,164,574	$2,080,092	$2,150,954	$2,150,600	$2,186,528	$2,153,956
PA	$5,544,252	$5,287,918	$5,494,791	$5,416,459	$5,467,151	$5,363,652
RI	$1,086,948	$1,060,158	$1,076,202	$1,070,842	$1,074,974	$1,066,435
SC	$2,450,059	$2,372,043	$2,461,931	$2,469,980	$2,510,782	$2,471,200
SD	$995,771	$977,994	$994,366	$996,021	$1,001,001	$994,061
TN	$3,120,490	$2,995,498	$3,115,490	$3,105,919	$3,148,004	$3,094,645
TX	$10,388,436	$9,964,148	$10,510,319	$10,665,018	$10,951,336	$10,729,266
UT	$1,769,981	$1,698,728	$1,757,101	$1,770,068	$1,800,243	$1,776,023
VT	$919,668	$906,522	$916,150	$912,082	$914,092	$909,031
VA	$3,741,963	$3,607,790	$3,693,415	$3,764,107	$3,671,769	$3,746,824
WA	$3,277,624	$3,149,790	$3,281,761	$3,295,633	$3,262,304	$3,303,192
WV	$1,382,914	$1,350,913	$1,379,918	$1,365,372	$1,358,725	$1,354,653
WI	$2,862,663	$2,745,416	$2,840,170	$2,663,262	$2,670,703	$2,791,379
WY	$890,868	$885,450	$897,440	$896,374	$899,159	$894,422
DC	$915,107	$903,472	$918,531	$924,058	$931,362	$925,927
Puerto Rico	$2,140,076	$2,020,366	$2,038,457	$1,928,368	$1,564,119	$1,950,990
American Samoa	$81,378	$80,076	$80,642	$80,129	$80,264	$79,826
Northern Marianas	$80,748	$79,484	$79,303	$79,389	$79,993	$79,560
Guam	$121,361	$117,625	$120,499	$119,926	$120,853	$119,537
U.S. Virgin Islands	$100,971	$98,477	$99,510	$98,364	$98,496	$97,663
9131(b)(3)(C) Pool[z]	$254,658	$250,113	$254,300	$253,590	$254,576	$252,964
TOTAL	$156,365,300	150,000,000	$154,848,000	$154,848,000	$155,789,000	$154,848,000

[z] Section 9131(b)(3)(C) of the Museum and Library Services Act directs that funds allotted based on the populations of the Republic of the Marshall Islands, the Federated States of Micronesia, and the Republic of Palau be used to award grants on a competitive basis taking into consideration recommendations from the Pacific Region Educational Laboratory in Hawaii. These three freely-associated states, along with the U.S. Virgin Islands, Guam, American Samoa, and the Commonwealth of the Northern Marianas, are eligible to compete for the grants.

FY 2015 Library Discretionary Grant Distribution

Legend:
- $0 to $10,000
- $10,001 to $100,000
- $100,001 to $1,000,000
- $1,000,001 or more
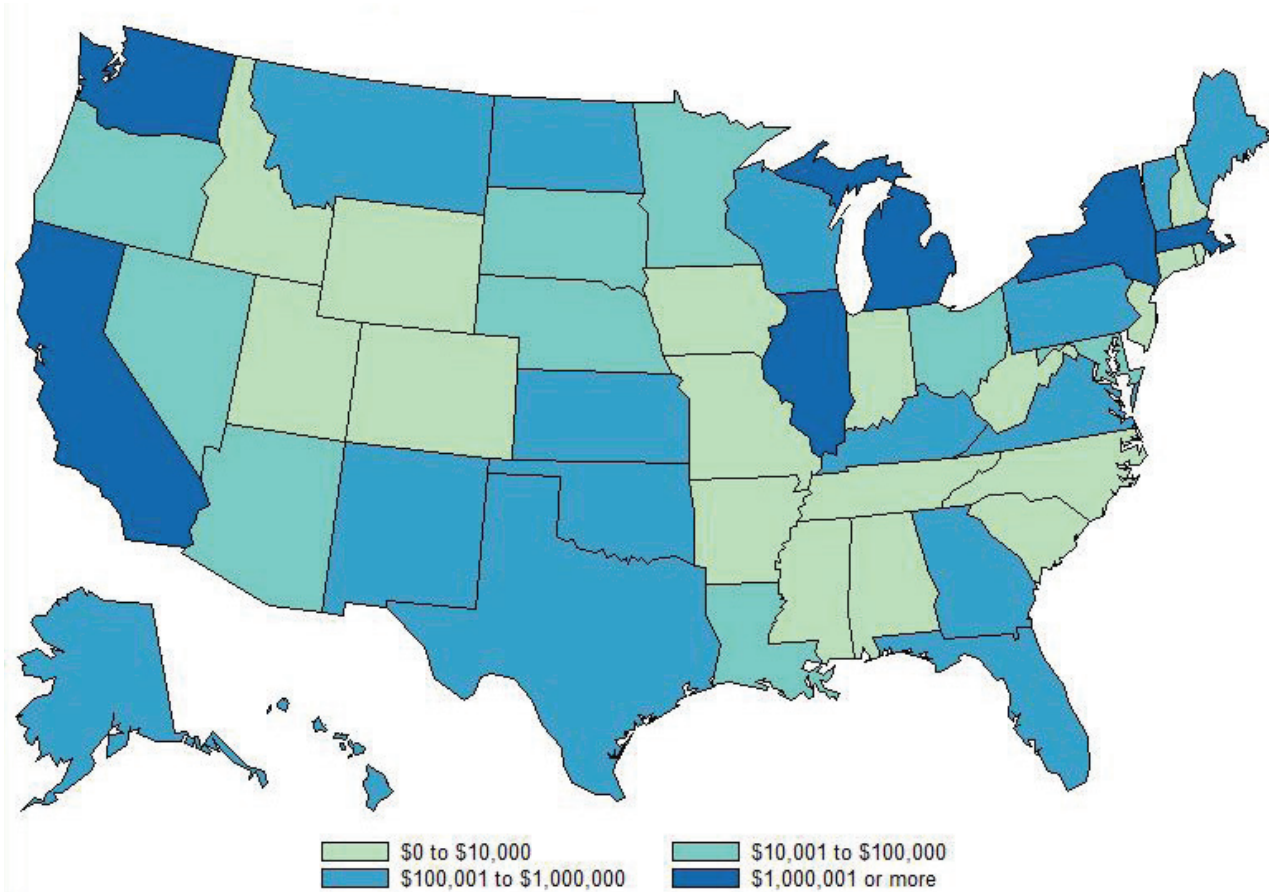
IMLS has three discretionary programs for library services: the Laura Bush 21st Century Librarian Program, National Leadership Grants (which includes funds for Sparks! Ignition Grants) and Native American/Native Hawaiian Library Services.

National Leadership Grants – Libraries

FY 2017 Budget Request: $13,720,000

National Leadership Grants (NLG) for Libraries support projects that address challenges faced by libraries and archives and may advance practice in those fields. NLG projects generate new tools, research findings, models, services, practices, and alliances that can be widely used, adapted, scaled, and replicated to extend the benefits of federal investment. These projects seek innovative responses to identified challenges and can have national impact if the project identifies practices that other libraries can use.

| Applications received, amount requested, 2015 | 265 | $97,300,427 |
| Number of grants, and amount awarded, 2015 | 24 | $10,748,123 |

The Sparks! Ignition Grants program is a special initiative within the National Leadership Grant category. It supports projects that expand and test new library, archive, and museum practices. They are small, targeted investments in high-risk, innovative ideas that, if successful, could result in larger-scale National Leadership Grant applications.

Sparks! Ignition Grants – Libraries

Applications received, amount requested, 2015	66	$1,507,357
Number of grants, and amount awarded, 2015	20	$473,343

Laura Bush 21st Century Librarian Program

FY 2017 Budget Request: $10,000,000

This program invests in skills development for library and information professionals. Grants support education and professional development which includes scholarships for graduate students; internship and residency programs; curriculum and program development for graduate programs in library science, archives, or school librarianship; and early career development and research by library school faculty members.

IMLS is identifying the highest priority needs for library training, emphasizing professional development of the existing library workforce. In FY 2016 IMLS funded continuing education curriculum and programs that prepare library and museum professionals to help customers/users develop effective 21st century knowledge. This work will continue in 2017.

This project aims to collect and analyze individual level continuing education/professional development (CE/PD) needs assessment data from staff across LAMs (libraries, archives and museums) to identify common and unique CE/PD needs. A task force is currently collecting data through virtual focus groups and in-person focus groups held in 2015 and 2016. Another task force is guiding a complementary national survey effort, which will launch and be ready for distribution by LAM organizations to individual staff/members in late February 2016. In 2015 the project produced two publications on spanning library, archive and museum boundaries, and needs assessment practices.

Next steps will aim to: 1) develop a LAM-wide framework of leadership competencies across position levels, 2) build common leadership CE/PD evaluation tools and plug and play curricular modules (targeting leading the profession skills), and 3) build and foster a community of LAM leadership development trainers/instructors. Task forces of project members coupled with contractors are actively developing LAM-serving leadership CE/PD evaluation and curricular resources with an eye towards piloting them later this year.

Number of applications received, amount requested, 2015	116	$36,943,857
Number of grants, and amount awarded, 2015	30	$9,056,164

Native American/Native Hawaiian Library Services
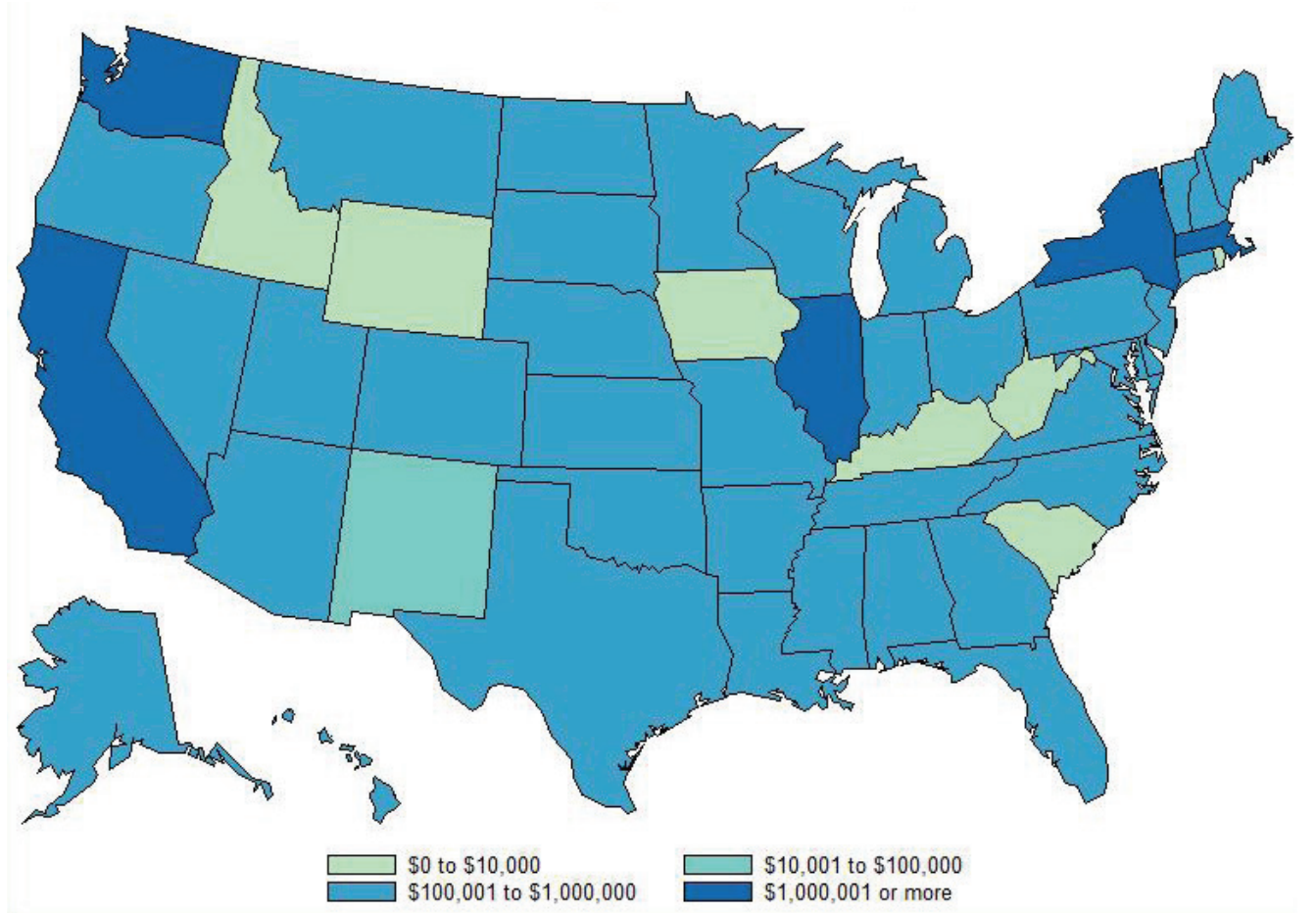
FY 2017 Budget Request: $3,861,000

This program helps native communities improve their libraries to meet the educational needs of their populations. The program offers three categories of grants to established libraries or organizations that serve federally-recognized Indian tribes and Native Hawaiians:
- Basic tribal grants to support materials, computers, and connectivity (non-competitive)
- Tribal enhancement grants to expand partnerships for learning and access (competitive)
- Native Hawaiian grants to enhance existing or support new services

Basic grants awarded, and amount awarded, 2015	211	$1,567,000
Enhancement applications received, amount requested, 2015	42	$5,019,951
Enhancement grants awarded, and amount awarded, 2015	13	$1,731,000
Native Hawaiian applications received, amount requested, 2015	5	$717,387
Native Hawaiian grants awarded, and amount awarded, 2015	4	$550,000

Program Descriptions

FY 2015 Museum Discretionary Grant Distribution

Legend:
- $0 to $10,000
- $10,001 to $100,000
- $100,001 to $1,000,000
- $1,000,001 or more

Museums for America

FY 2017 Budget Request: $20,200,000

Museums for America grants are available to all museums. Museums for America grants assist museums in achieving institutional goals and objectives to serve their communities. In FY 2017, IMLS will award grants ranging from $5,000-$150,000.

Applications received, amount requested, 2015	521	$53,903,493
Number of grants, and amount awarded, 2015	202	$20,207,105

National Leadership Grants for Museums

FY 2017 Budget Request: $9,120,000

National Leadership Grants for Museums provide funding for projects that improve and advance professional practices for the nation's 35,000 museums. Grants support research, professional development, and models and new tools that can be widely used by the field. The increase of $1.3 million over the 2016 level would increase the number of museums with access to digital services provided by regional hubs in a national digital platform.

Applications received, amount requested, 2015	67	$21,849,145
Number of grants, and amount awarded, 2015	20	$7,587,170

Sparks! Ignition Grants for Museums

The Sparks! Ignition Grants for Museums program (funded under the National Leadership Museum program) are small grants that encourage museums to prototype and evaluate specific innovations.

Number of applications received, amount requested, 2015	40	$921,019
Number of grants, and amount awarded, 2015	6	$139,580

Native American/Native Hawaiian Museum Services

FY 2017 Budget Request: $924,000

This program provides grants to federally- recognized tribes and organizations that serve Native Hawaiians for museum-related cultural services and programs for their members and the public. Many of these programs involve the preservation, care, and interpretation of significant objects and traditions of Native American culture. This program helps these communities learn from their common experiences and challenges.

Number of applications received, amount requested, 2015	32	$1,522,883
Number of grants, and amount awarded, 2015	21	$924,000

Museum Grants for African American History and Culture

FY 2017 Budget Request: $1,407,000

Museum Grants for African American History and Culture support projects that improve the operations, care of collections, and development of professional management at African American museums.

Number of applications received, amount requested, 2015	32	$3,394,060
Number of grants, and amount awarded, 2015	12	$1,407,000

Program Descriptions

IMLS Administration

FY 2017 Budget Request: $14,000,000

Introduction

This section highlights the FY 2017 administrative funding request for the IMLS's human capital management, financial and budget accountability, grants and acquisition management, maintenance of the agency's information technology infrastructure, including the IMLS website and social media outlets, and general agency operations. IMLS remains committed to effective stewardship of administrative dollars with this request.

Human Capital Management

The Institute's grant-making function shapes the administrative budget. Core responsibilities of IMLS personnel include: planning programs and notices of funding opportunities; overseeing the receipt, processing, and reviewing of grant applications; awarding of grants applications; and ensuring the execution of general grants management oversight of individual awards including payment requests, reading of reports, timely closeout of awards, and research and data collection activities. Additionally, IMLS needs highly trained personnel to perform the essential activities involved in operating a federal agency, such as budgeting, financial management and reporting, human resources, information technology management, legal counsel, communications and government affairs, and general agency operations.

Federal salaries and benefits account for approximately 67 percent of the IMLS administrative budget request, currently covering 73 full-time employees.

Additional fixed costs in this area include a payroll provider partnership with the Department of Interior - Interior Business Center (IBC), employee transit benefits, and various interagency agreements with the Office of Personnel Management (OPM) and the General Services Administration (GSA) for required human resource services.

Financial and Budget Accountability

IMLS anticipates continuing its successful partnership with the Federal Aviation Administration's (FAA) Enterprise Services Center (ESC) for its accounting and financial reporting requirements. Partnering with one of the federal Financial Management Lines of Business (FMLOB) Centers of Excellence has significant benefits, including reducing overhead costs and the need for additional full-time employees under the Office of the Chief Financial Officer. IMLS also expects to move to an automated payments module within the ESC soon, which will improve efficiency and increase monitoring capabilities for financial assistance to grantees and vendors. In addition there will be a significant reduction of paper use and file space as a result of this new process.

Fixed costs in this area include the FAA-ESC partnership and the Agency's required annual independent financial statement audit.

Grants and Acquisitions Management

IMLS is continuing its partnership with the National Endowment for the Humanities (NEH), the National Endowment for the Arts (NEA) and the National Archives for the deployment of NEH's new Electronic Grants Management System (eGMS), currently under development. The agency anticipates going "live" in the system in FY 2017 which would allow the full FY 2017 grant cycle to run through eGMS for all grant programs.

IMLS continues the efforts of operating under the new Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. Outreach to internal and external audiences will continue around training to effectively implement these new requirements.

Fixed costs in this area include partnerships with IBC for the handling of grantee indirect cost proposals and HHS for expenses associated with the use of Grants.gov. Additional costs include field and panel expenses for the review of grant applications by experts in the museum and library fields, grantee audit clearinghouse services, and DATA act requirements.

Information Technology

IMLS is committed to employing state-of-the-industry, secure, and reliable information technology services for staff, stakeholders, and customers. The Office of the Chief Information Officer (OCIO) works continuously to improve its IT infrastructure and security, upgrading platforms and deploying innovative technologies to enhance services and convey vital information.

IMLS will implement cloud initiatives to realize advantages related to staffing, equipment maintenance and support, and network availability. By following the White House's initiatives to pursue the cloud, IMLS can make essential applications and software more available to staff, in a more stable environment, while realizing cost savings related to required support of equipment, hardware, and personnel.

The OCIO has been focusing on ways to build upon the Federal Information Security Management Act requirements for continuous monitoring that involve different approaches to reporting. In addition, Continuous Diagnostics and Mitigation (CDM) technologies will be pursued to support continuous monitoring of all network security items. The CDM Program provides tools and services that enable federal government agencies to strengthen the security of their networks and secure their day-to-day handling of essential data. Continuing with the CDM program, IMLS will be installing tools and sensors that will have the ability to automatically detect security threats and vulnerabilities, report on the incident, and diagnose the issue.

IMLS will also be using assessment results to look at a unified communications solution which would allow the agency to use more stable and cost effective digital technology. The unified solution will provide access to VoIP technologies, which will reduce the cost of telephone operations, allowing staff to telework more easily, and to integrate e-mail and telephone systems to enhance and simplify communications.

IMLS will be implementing a system and modifying policies for managing both permanent and temporary email records in an accessible electronic format. This will include the ability to identify, retrieve, and retain agency records for the purpose of records management and any litigation requirements.

Fixed costs in this area include telecommunications, software licenses and maintenance, equipment, IT contractual services, and FISMA audit requirements.

General Operations

The agency anticipates its' relocation from 1800 M Street to 955 L'Enfant Plaza will be completed in the spring of 2016. Fixed costs in this area include GSA office space rent, federal protective services with the Department of Homeland Security, employee training, travel, equal-employment opportunity services, and general maintenance and supplies necessary to operate a federal agency.

Communications and Government Affairs

Recent Highlights:
IMLS is taking an even broader view of its communications functions to include all the ways IMLS touches its stakeholders, both current and potential. IMLS continue to develop digital services and use emerging technologies to serve the public as effectively as possible. The IMLS website (www.imls.gov), the primary means by which the public obtains information about the agency, has been redesigned, This redesign included: establishing strong governance, ensuring information quality, publishing content in open formats and making content searchable, and using analytics to improve customer experience. In addition, IMLS focused on implementing tighter security controls, protecting privacy, and maintaining access for people with disabilities and/or limited English proficiency. IMLS will continue to make enhancements to the website and optimize it for new mobile use technologies.

In FY 2016 and continuing in to FY 2017, the Office of Communications and Government Affairs (OCGA) will support the agency's strategic plan by disseminating accurate and timely information and providing opportunities to engage the public in IMLS grant-making, research, partnerships, and policy activities. OCGA will be an active participant in the new IMLS strategic planning process to insure that various sources of information about the fields' interest areas and communications media are considered.

The Office continues to organize the National Medal for Museum and Library Service, an annual celebration of the community service role of libraries and museums. OCGA operates the agency's website, media relations, and twitter feed, as well as essential digital and print publications such as the UpNext blog (7,000 subscribers), the monthly newsletter, Primary Source (17,000 subscribers) and the agency's annual report. It also supports special initiatives such as the Let's Move! Museums & Gardens effort, Maker Faires[aa], and various library and museum convenings.

[aa]https://www.imls.gov/news-events/events/capitol-hill-maker-faire

Administrative Request by Object Class Code

In FY 2017, the IMLS request for administrative costs is $14,000,000. Areas supported by this request are summarized below.

Table 3: IMLS History of Administration Costs: FY 2015 – FY2017
($ in thousands)

Object Class	Description	FY 2015	FY 2016	FY 2017 Request
11000/12000/13000	Personnel Compensation and Benefits	$9,000	$9,400	$9,400
21000	Travel and Transportation of Persons	700	700	700
22000	Transportation of Things	20	20	20
23000	Rental of Space (Rent, Communications and Utilities), Equipment Rental, Telephone Services, Postage	1,550	1,250	900
24000	Printing and Reproduction	40	40	40
25000	Other Contractual Services	3,540	2,400	2,750
26000	Supplies and Materials	50	50	50
31000	Equipment	100	140	140
Total		**$15,000**	**$14,000**	**$14,000**

11000 Personnel Compensation
12000 Personnel Benefits
13000 Benefits for Former Personnel
Amount Requested: $9,400,000
These object classes fund the salaries and benefits of all employees, including full-time, part-time, temporary, and intermittent appointments (for example, the National Museum and Library Services Board [NMLSB]), and consultants. To minimize personnel costs, the salary for the NMLSB will remain at $100/day. The personnel benefits provide estimated contributions toward employees' retirement, health, and life insurance plans, as well as costs for unemployment benefits and injuries sustained in the workplace. Additionally, costs associated with public transportation subsidies afforded to the agency's employees are included in this category. This funding request will provide for 73 FTE in 2017.

21000 Travel and Transportation of Persons
Amount Requested: $700,000
This object class supports travel for IMLS staff to conduct site visits to oversee IMLS grants, panel reviews for the discretionary grant programs, meetings for state data collection and Grants to States professional development activities, and staff presentations on IMLS programs. Travel funds also support the annual National Medals for Museum and Library Service as well as two NMLSB meetings.

In FY 2015, IMLS successfully implemented a new travel system that decreased the per unit cost of processing travel authorizations and vouchers.   The new travel system will also provide more comprehensive management reports to assist in more robust tracking of travel related costs.

22000 Transportation of Things
Amount Requested: $20,000
This object class includes freight and express charges by common carrier, contract carriers, and other incidental expenses. Attendance at library and museum conventions, conferences, and meetings requires shipment of the Institute's displays and certain associated materials. This area also includes mail transportation charges for express package services (i.e., charges for transporting freight).

23000 Rent, Communications and Utilities, Rental of Space (Standard Level Usage Charge), Equipment Rental, Telephone Services, Postage
Amount Requested: $900,000
This object class includes funding for the agency's office space through GSA; communication technology services, including data, voice, and cable services; equipment rental; rental of audiovisual equipment used in presentations at conference sessions and off-site meetings; and postage.

IMLS reduced rental costs by relocating to a new location in L'Enfant Plaza in the southwest quadrant of Washington DC and reducing total rentable square footage.

24000 Printing and Reproduction
Amount Requested: $40,000
This object class funds the composition and printing of program applications and guidelines, research publications, conference proceedings, and Federal Register notices. To contain costs, IMLS has expanded the use of our website and other various forms of social media. The site provides access to program guidelines, grant information, recent awards lists, and a variety of information about IMLS initiatives, activities, and programs. IMLS continues to expand the electronic dissemination of all public materials to reach prospective grantees from institutions of all sizes and in all geographic areas to keep printing costs at a minimum.

25000 Other Contractual Services
Amount Requested: $2,750,000
This object class supports a wide range of contractual services that are not covered in any of the preceding categories. The increase requested will support anticipated agency move expenses which may include renovation costs. Also, included in this expense category are costs for
- the support, maintenance, and improvement of information technology systems, including cyber-security activities;
- partnerships and interagency agreements for financial management systems, accounting and reporting services, payroll processing, grant indirect cost proposals, travel system processing, Data Act implementation, development of e-invoicing strategy, building security, and other required government services;
- information technology support such as the State Program Reporting system, maintenance of the IMLS website, as well as maintenance of the General Supporting System for all agency operations;
- independent financial and IT-related audits;
- Grants Management Line of Business and Grants.gov related expenses;
- employee training;

- agency contracts for temporary personnel assistance; and
- honoraria for panelist and field reviewers for grant proposals and applications.

26000 Supplies and Materials
Amount Requested: $50,000
This object class funds only the essential office supplies needed in carrying out the business of IMLS. IMLS continues to be a partner in the GSA SmartPay2 charge card program, receiving discounts and thereby holding these expenses to a minimum.

31000 Equipment
Amount Requested: $140,000
This object class supports all equipment, furniture, and office machines having a useful life in excess of one year, such as chairs, desks, file cabinets, IT equipment, and printers. It also includes routine upgrades to local area network hardware and software in order to accommodate upgrades in database management and financial data. The majority of anticipated equipment expenditures will be for technology renewal of office automation equipment, systems software, and furniture that would be more expensive to repair than replace. IMLS will use existing hardware by upgrading rather than purchasing new equipment wherever possible. Rapid changes in technology, however, will make it necessary to purchase some new computer equipment, integration systems software and hardware, and electronic data exchange systems. IMLS will use these funds to follow Administration directives and guidance and federal laws, to become a more mobile workforce, and to remain on the cutting edge of technology in delivering efficient services.

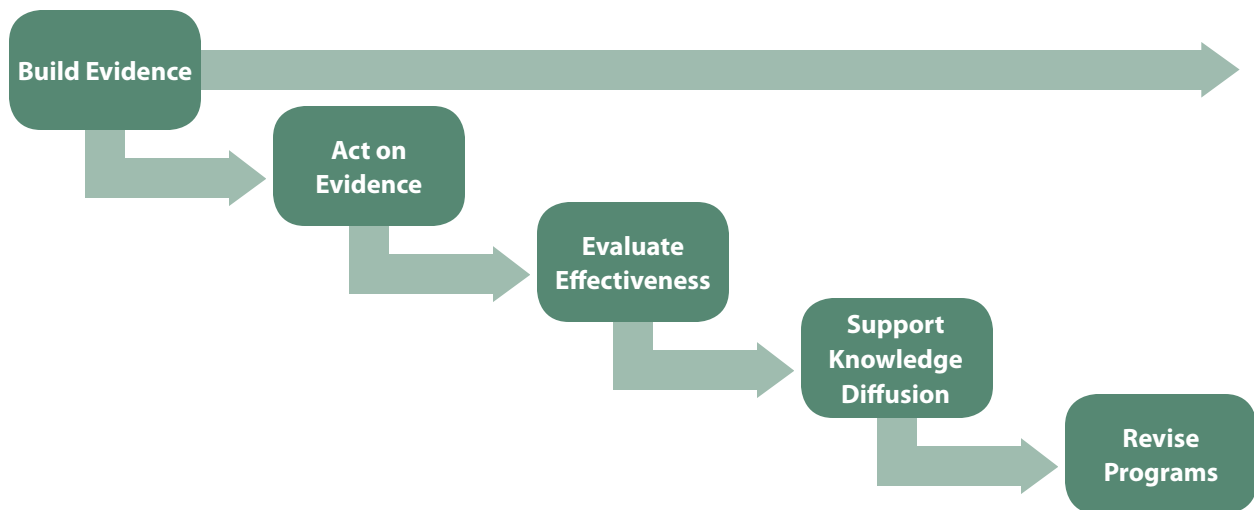**Total Administrative Services Request: $14,000,000**

INSTITUTE *of* Museum *and* Library SERVICES **FY 2017 Performance Plan**

Photo courtesy of Chabot Space & Science Center

FY 2016 – 2017 Performance Improvement Model

Build Evidence

Act on Evidence

Evaluate Effectiveness

Support Knowledge Diffusion

Revise Programs

Step 1: Build Evidence

Over the past two years IMLS has focused considerable effort on improving its monitoring of grant program investments and measuring impact. The agency has reconfigured its policy and operational leadership structure, reorganized work units, and altered staffing allocations to concentrate greater resources on technical assistance, strategic partnerships, evaluation of program impacts, and the communication of best practices.

The agency's five-year strategic plan provides a clear road map for synthesizing lessons learned from grant making, national initiatives, and policy research to inform future investments, share best practices, and build organizational capacity across the library and museum sectors. Staff from each of the agency's program and operational units is actively engaged in the implementation of the new strategic plan, and IMLS established cross-agency teams to monitor progress for each goal.

Step 2: Act on Evidence

IMLS functions as a learning organization with significant content-area expertise. The IMLS program staff possesses a significant depth of experience in the museum and library service sectors. IMLS constantly reviews its grant and project portfolios. These reviews increase administrative efficiency, monitor program performance, and develop more targeted grant guidelines.

In the earliest stage of the grant process, experienced library, museum and education sector professionals perform a two-tiered peer review of applications to assure that project proposals are in line with best practices. All grantees report on the conduct of their projects on an annual basis and on project outcomes at the conclusion of the grant period. IMLS is working with evaluation experts and museum and library stakeholders to build more robust outcome-based reporting tools. In addition, third party evaluations of IMLS grant programs are conducted on a rolling basis to measure program impact and review administrative functions and efficiency and program costs.

In areas where greater evidence of effective practice is needed, IMLS is experimenting with making smaller

challenge grants. In areas where effective practice is known, IMLS is encouraging applicants to align program efforts with these practices.

Step 3: Evaluate Effectiveness

For many years, IMLS worked to improve evaluation capacity in the field by providing general guidance materials broadly and technical assistance to individual grantees on a project-by-project basis. While many grantees found the technical assistance valuable, the strategy was not effective at documenting lessons learned for the field or in building a stronger community of practice for museum or library service evaluation.

The agency has shifted its emphasis from project-level assessment to program-level performance assessment. In FY 2016 the agency will have reached an important milestone by modifying performance reporting requirements for all formula and discretionary grant programs. For the discretionary grant programs, the new performance reporting requirements will align grantee performance reporting with goals in the IMLS strategic plan, and restructure interim and final performance reporting formats to facilitate administrative review and information sharing.

More specifically, in 2016 applicants began selecting an agency-level goal directly linked to IMLS's strategic plan and at least one pre-determined performance goal. Applicants could choose among three performance goals for Learning projects, one for Community projects and three for Content and Collections projects. Each performance goal was written to reflect a measurable change or an outcome that applicants intend their projects to achieve. For Learning and Community projects, applicants selected at least one performance measurement statement which was associated with specific data to be collected. For Content and Collections projects, which focus on objects or records, applicants were free to define their own performance measurement statements, which we expect may be output rather than outcome focused. In each case, a performance measurement statement describes what success will look like for the project, and when aggregated over time, the resulting data will be invaluable in assessing performance for grant programs and the agency as a whole.

The first set of applications filed under this new requirement will be processed in FY2016 and learnings from the responses by applicants, peer reviewers, and agency staff will be incorporated into the next iteration for FY2017. We expect to have the first sets of data filed in FY2018.

Additionally, in the fall of 2015 SLAAs began reporting into an entirely new performance reporting system. This important milestone is the culmination of three years of planning and development in partnership with SLAAs. The new Grants to States reporting tool improves project reporting: First, it dramatically alters the reporting structure using a branched, closed-ended survey format which makes the data easier to report and to process. Secondly, it integrates two separate reports, the State Program Report and the Financial Status Report, into a single comprehensive report. Third, it greatly expands the performance measures collected by the SLAA and its sub-grantees. It also makes the administrative data available to the public (in a variety of formats), allowing the public and SLAAs to monitor trends and best practices. The work done to transform the Grants to State Program anticipated many of the new performance reporting requirements of the Council on Financial Assistance Reform (COFAR).

Step 4: Support Knowledge Diffusion

IMLS recognizes that improving evaluation practices without communicating results does little to improve museum and library services. IMLS works to identify and create new, more effective knowledge-sharing opportunities. In its grant programs, IMLS requires all grantees to share findings through publicly accessible publications, conference presentations, journal articles and/or association websites.

Performance reporting forms and requirements for both the formula and discretionary grant programs were designed with the explicit intention of sharing the data publicly in both machine readable data file formats and as narrative project profiles for review by the interested public and library and museum practitioners. IMLS recognizes the need to share the vast amount of information from its grantees in a manner that can be used by scholars and practitioners alike.

Step 5: Continually Revise Agency Programs and Services to Incorporate Best Practice

IMLS's strategic plan builds on the agency's strategic resources to achieve positive public outcomes for communities and individuals; support the role of museums and libraries in preserving and providing access to collections and content; and promote library, museum, and information service policies that ensure access to information for all Americans. IMLS developed the five-year plan with significant public input, via public meetings and discussions with stakeholder groups and the use of social media tools.

Strategic Plan Update

The IMLS Strategic Plan 2012 – 2016 provides the framework for the annual performance plan, with activities focused on the five strategic goals. The strategic plan included specific plans for high-priority activities in FY 2016. In FY 2017 IMLS will begin to develop the next 5-year Plan.

Building on the current foundation, we will conduct a thorough opportunity scan using both qualitative and quantitative information. We will engage the field and other funders and agencies to solicit their ideas about the future of libraries and museums. We anticipate that newly identified strategies will continue to be based on a rigorous approach of mixing discretionary investments with different degrees of risk, scope, and stage of concept development. The ongoing open grants programs and grants to state libraries provide the baseline support so essential to the field to continue serving and engaging their communities.

INSTITUTE *of* Museum *and* Library SERVICES   Authorizing Framework

This budget justification requests funding under both the Museum and Library Services Act (MLSA) and the National Museum for African American History and Culture Act.

The Museum and Library Services Act of 2010 was signed into law (PL 111-340) on December 22, 2010. This law made modifications to 20 USC Chapter 72, the statutory authorization of most IMLS activities, and reauthorized appropriations for the agency through 2016. In reauthorizing the MLSA, Congress reaffirmed the essential role of the federal government in promoting access to information and educational resources to better serve the people of the United States and cultivate an educated and informed citizenry. Congress also recognized the special role of museums and libraries in promoting the information and educational needs of a democratic society. The updated reauthorization language calls on IMLS to take an active role in research and data collection and to advise the President and Congress on museum, library, and information services.

The current MLSA authorizes funding through 2016; the National Museum for African American History and Culture Act is a permanent authorization. With the support of key stakeholders in Congress, IMLS is currently working towards MLSA reauthorization in the beginning of FY 2017. We want any new or revised authorization language to be balanced: broad enough to accommodate changing needs of the field and specific enough to maintain emphasis on key themes that continue to be important to the museum and library fields.

This section provides highlights of the Museum and Library Services Act and the African American History and Culture Act, key IMLS programs and activities, and the distribution of IMLS funds.

Library Services

All the programs support the following goals, as stated in the updated IMLS statute
(20 U.S.C. §9121):

1. *to enhance coordination among Federal programs that relate to library and information services;*

2. *to promote continuous improvement in library services in all types of libraries in order to better serve the people of the United States;*

3. *to facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry;*

4. *to encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public;*

5. *to promote literacy, education, and lifelong learning and to enhance and expand the services and resources provided by libraries, including those services and resources relating to workforce development, 21st century skills, and digital literacy skills;*

6. *to enhance the skills of the current library workforce and to recruit future professionals to the field of library and information services;*

7. *to ensure the preservation of knowledge and library collections in all formats and to enable libraries to serve their communities during disasters;*

8. *to enhance the role of libraries within the information infrastructure of the United States in order to support research, education, and innovation; and*

9. to promote library services that provide users with access to information through national, State, local, regional, and international collaborations and networks.

LSTA Library Grants to States
Use of Funds

SLAAs may use the appropriation for statewide initiatives and services for:

1. *expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;*

2. *establishing or enhancing electronic and other linkages and improved coordination among and between libraries and entities, as described in 9134(b)(6) of this title, for the purpose of improving the quality of and access to library and information services;*

3. *(A) providing training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services; and (B) enhancing efforts to recruit future professionals to the field of library and information services;*

4. *developing public and private partnerships with other agencies and community-based organizations;*

5. *targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills;*

6. *targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with section 9902(2) of title 42) applicable to a family of the size involved;*

7. *developing library services that provide all users access to information through local, State, regional, national, and international collaborations and networks; and*

8. *carrying out other activities consistent with the purposes set forth in section 9121 of this title, as described in the state library administrative agency's plan.*

Library Discretionary Grants
The Library Services Discretionary Grants Programs are established in 20 U.S.C. Sections 9161, 9162, and 9165 and include: National Leadership Grants, Native American Library Services Basic Grants, Native American Library Services Enhancement Grants, Native Hawaiian Library Services, and Laura Bush 21st Century Librarian Program.

National Leadership Grants support projects that address challenges faced by the museums, libraries, and/or archives and that have the potential to advance the practices of those institutions. According to statute, the funded activities may include

1. *building workforce and institutional capacity for managing the national information infrastructure and*

serving the information and education needs of the public;

2. *(A) research and demonstration projects related to the improvement of libraries or the enhancement of library and information services through effective and efficient use of new technologies, including projects that enable library users to acquire digital literacy skills and that make information resources more accessible and available; and (B) dissemination of information derived from such projects;*

3. *preserving or digitizing of library materials and resources, giving priority to projects emphasizing coordination, avoidance of duplication, and access by researchers beyond the institution or library entity undertaking the project, including the development of national, regional, statewide, or local emergency plans that would ensure the preservation of knowledge and library collections in the event of a disaster; and*

4. *model programs demonstrating cooperative efforts between libraries and museums.*

The Native American Library Services Basic Grant funds are distributed in equal amounts among eligible applicants. Basic Grants may support existing library operations and maintain core library services. The Native American Library Services Enhancement Grant program and the Native Hawaiian Library Services Grant program are competitive; projects may enhance existing library services or implement new library services.

The Laura Bush 21st Century Librarian Program is also a competitive grant program. The statutory purposes of the program are

1. *recruiting and educating the next generation of librarians, including by encouraging middle or high school students and postsecondary students to pursue careers in library and information science;*

2. *developing faculty and library leaders, including by increasing the institutional capacity of graduate schools of library and information science; and*

3. *enhancing the training and professional development of librarians and the library workforce to meet the needs of their communities, including those needs relating to literacy and education, workforce development, lifelong learning, and digital literacy.*

Museum Services

Museum Discretionary Grants
The Museum and Library Services Act authorizes the IMLS Office of Museum Services for these purposes:

1. *Encouraging and supporting museums in carrying out their public service role of connecting the whole of society to the cultural, artistic, historical, natural, and scientific understandings that constitute our heritage*

2. *Encouraging and supporting museums in carrying out their educational role, as core providers of learning and in conjunction with schools, families, and communities*

3. *Encouraging leadership, innovation, and applications of the most current technologies and practices to enhance museum services through international, national, regional, State, and local networks and partnerships*

4. *Assisting, encouraging and supporting museums in carrying out their stewardship responsibilities to achieve the highest standards in conservation and care of the cultural, historic, natural, and scientific heritage of the United States to benefit future generations*

5. *Assisting, encouraging and supporting museums in achieving the highest standards of management and service to the public, and to ease the financial burden borne by museums as a result of their increasing use by the public*

6. *Supporting resource sharing and partnerships among museums, libraries, schools, and other community organizations*

7. *Encouraging and supporting museums as a part of economic development and revitalization in communities*

8. *Ensuring museums of various types and sizes in diverse geographic regions of the United States are afforded attention and support*

9. *Supporting efforts at the State level to leverage museum resources and maximize museum services*

The National Museum of African American History and Culture Act

This Act directs the Director of IMLS to consult with the Council and Director of the National Museum of African American History and Culture to establish the following:

1. *a grant program with the purpose of improving operations, care of collections, and development of professional management at African American museums;*

2. *a grant program with the purpose of providing internship and fellowship opportunities at African American museums;*

3. *a scholarship program with the purpose of assisting individuals who are pursuing careers or carrying out studies in the arts, humanities, and sciences in the study of African American life, art, history, and culture.*

Policy Research, Analysis, Data Collection, and Dissemination

Section 9018 of the Museum and Library Services Act authorizes the Director of IMLS to *annually conduct policy research, analysis, and data collection with ongoing collaboration (as determined appropriate by the Director), and in consultation, with (1) state library administrative agencies; (2) national, state, and regional library and museum organizations; (3) other relevant agencies and organizations.*

The legislation further states that the policy research, analysis, and data collection shall be used to

1. *identify national needs for and trends in museum, library, and information services;*

2. *measure and reports on the impact and effectiveness of museum, library, and information services throughout the United States, including the impact of federal programs authorized under this Act;*

3. *identify best practices; and*

4. *develop plans to improve museum, library, and information services of the United States and to strengthen national, state, local, regional, and international communications and cooperative networks.*

IMLS provides reliable and objective data and analysis to inform policy decisions. It is a source of information about library and museum service trends, including analysis of market conditions that affect the financial health of the museum and library sectors and research on emerging services. The data and analyses will also be used to inform the portfolio of grant-making investments made by the agency. IMLS is committed to supporting highly diverse perspectives, methods, and researchers to advance museum, library, and information services research.

Interagency Collaboration

The Museum and Library Services Act authorizes the IMLS Director to support interagency collaboration:

The Director shall work jointly with the individuals heading relevant Federal departments and agencies, including the Secretary of Labor, the Secretary of Education, the Administrator of the Small Business Administration, the Chairman of the Federal Communications Commission, the Director of the National Science Foundation, the Secretary of Health and Human Services, the Secretary of State, the Administrator of the Environmental Protection Agency, the Secretary of the Interior, the Secretary of Housing and Urban Development, the Chairman of the National Endowment for the Arts, the Chairman of the National Endowment of the Humanities, and the Director of the Office of Management and Budget, or the designees of such individuals, on:

1. *initiatives, materials, or technology to support workforce development activities undertaken by libraries;*

2. *resource and policy approaches to eliminate barriers to fully leveraging the roles of libraries and museums in supporting the early learning, literacy, lifelong learning, digital literacy, workforce development, and education needs of the people of the United States; and*

3. *initiatives, materials, or technology to support educational, cultural, historical, scientific, environmental, and other activities undertaken by museums.*

Federal Partnerships

Americans depend upon libraries and museums to deliver a wide range of public services. As more and more government services are only available online, museums and libraries have an increased role in the delivery of federal information and services. In the past several years, federal agencies are increasingly seeking partnerships with IMLS, as they recognize the power that libraries and museums have in reaching the American public.

IMLS has a wide range of interagency partnerships including advancing broadband adoption, coordinating early learning activities, and supporting the effective delivery of workforce development services. Below are some of the federal partnerships IMLS is involved with.

- IMLS was one of three federal agencies in 2015 (along with NASA and the National Park Service) that collaborated with the U.S. Department of Education around its 21st Century Community Learning Center (CCLC) program, the largest out-of-school program in the nation. The initiative will expand programs and

benefit more underserved students in sites nationwide. Specifically, IMLS partnered with the Exploratorium, the San Francisco-based science museum with a history of innovation in maker education, to increase STEM programming for underserved students in sites nationwide. Beginning in spring 2015, the Exploratorium introduced students at 25 21st CCLC sites in communities in California, Florida, New York, Pennsylvania, and Texas to STEM-rich making and tinkering activities, building on the growing maker movement. It also supports local networks of science museums and youth serving programs so they can work directly with the 21st CCLC sites.

- IMLS is one of six federal agencies contributing to Performance Partnership Pilots (P3). Other participating agencies include the U.S. Departments of Education, Labor, Health and Human Services, and Justice, as well as the Corporation for National and Community Service. The P3 program is intended to break down silos and improve educational and workforce outcomes for disconnected youth through programs offered by states, localities, tribal governments, and their partners.

- In 2013, the U.S. Citizenship and Immigration Services (USCIS) signed a memorandum of understanding with IMLS pledging to support local libraries' services to new immigrants. More than 55 percent of people who immigrated to the United States within the last 15 years use the public library at least once a week and more mock naturalization interviews take place at public libraries than at any other community institution. Since 2014, IMLS has worked with USCIS to conduct a webinar series to help librarians meet the needs of new immigrants and to provide libraries with resources on citizenship and immigration. To date, ten webinars have been held with over 900 total attendees, covering a range of USCIS products and services of interest to libraries. New webinars will be held in 2017.

- IMLS is working with the Consumer Financial Protection Bureau (CFPB) to help libraries access and use financial education tools. In 2015, CFPB continued its financial literacy webinars for libraries, established partnerships at the individual library and statewide level, and worked with IMLS on plans for future dissemination of financial education information to libraries.

- IMLS participates in the multi-agency Informal Science Education Forum which brings together Federal agency representatives to share information and resources on STEM-focused programming.

- IMLS administers a sub-initiative of the Let's Move! program called Let's Move! Museums and Gardens to help millions of museum and garden visitors learn about healthy food choices and promote physical activity through interactive exhibits and programs. Over 650 museums participate in the Let's Move! Museums and Gardens program.

- IMLS has an ongoing partnership with the President's Committee on the Arts and the Humanities, and the Alliance for Young Artists & Writers to present the National Student Poets Program, the nation's highest honor for young poets (grades 9-11) presenting original work.

- IMLS worked with the White House on several new initiatives in 2015, including the Open eBooks initiative and ConnectED Library Challenge, which strengthen student learning by improving access to public libraries and reading materials, particularly for children from low-income families. IMLS has actively participated in the President's new interagency Broadband Opportunity Council (BOC), charged with developing a framework of recommendations to support broadband deployment and adoption.

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