To limit printing costs, the Institute of Museum and Library Services is restricting the print run of this document to a limited number of copies. An electronic version is available for download at www.imls.gov/assets/1/AssetManager/FY13_CJ.pdf.

For all maps within this document:
Source: IMLS Administrative Data Geocoded
Cartographer: Rodney D Vese Jr.
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Introduction: Creating a Nation of Learners
Dear Members of Congress:

I am pleased to present this congressional justification of President Obama’s FY 2013 budget request for level funding of $231,953,777 for the Institute of Museum and Library Services (IMLS).

In 2010, the Museum and Library Services Act was reauthorized emphasizing the essential roles of museums and libraries in supporting the education and workforce development needs of our nation. The reauthorization added significant new functions including unique federal responsibilities for advising the President and Congress on library, museum, and information services and increased emphasis on data collection, program evaluation, and establishing a wide range of federal partnerships.

With the MLSA reauthorization as a foundation, IMLS worked over the last year in a transparent and collaborative manner to develop a new strategic plan. The plan was shaped by broad citizen-engagement including a robust online discussion about the future of IMLS services that engaged 1,400 participants. In FY 2013 all IMLS programs and activities will align with the goals of the strategic plan with a focus on the future and helping libraries and museums to navigate societal, economic and technology change.

Economic changes are causing reductions in all sources of public (state and local) and private (corporation, foundation, and individual) funding for libraries and museums. At the same time, public demand for library and museum services is increasing significantly. As stressed public agencies cut back on service, communities are more fully leveraging the assets of libraries and museums and calling on them to fill the gaps in providing workforce services, afterschool programming, teacher training and broadband access.

Just last month IMLS released a new report on the characteristics of library service in the U.S. New data reveal that library use is at an historic high, with more than 1.5 billion visits. Library use has steadily increased during the past 10 years, even with the growth of the Internet. Use grew 19 percent in the past decade and circulation grew 12 percent despite tight fiscal budgets. Results of a recent study supported by IMLS and the Bill and Melinda Gates Foundation demonstrate both the value of libraries and what is at risk when our commitment flags. One hundred sixty-nine million people used a public library last year and 77 million of these used library computers. They found jobs, continued their education, and got answers to critical health questions.

It is essential that every agency use precious taxpayer dollars as strategically and effectively as possible. Through matching and maintenance of effort requirements, IMLS leverages the federal dollar with significant contributions from state and local sources. In addition IMLS is a sought after partner for national initiatives and vigorously pursues collaborations with federal (i.e. Department of Labor, Department of Education and Commerce Department) and foundation (John T. and Catherine D. MacArthur Foundation and the Bill and Melinda Gates Foundation) sources.

This budget helps museums and libraries level the playing field for the people of the United States. IMLS helps to provide access to technology, strengthen community relationships, and offer an entrée to services and information that some individuals might not otherwise have. Especially in our information age, libraries and museums are not luxuries; they are fundamental to supporting the civic life and well-being of our nation.
In FY 2013, IMLS will:

- Provide direct support for thousands of libraries and museums to strengthen their roles as community anchors providing engaging learning experiences and broad access to collections and content.
- Leverage federal dollars with millions of dollars from non-federal sources through match requirements and through partnerships at the national level with high capacity foundations.
- Provide accurate timely data on the characteristics of public libraries; this data is used nationwide to plan for and evaluate a host of educational services.
- Provide the first-ever census of museums in the United States.
- Complete a household survey documenting demand for library and museum services to identify gaps and shape programs to meet public needs.
- Support the development of community technology hubs for teens in libraries and museums through a partnership with the MacArthur Foundation.
- Leverage federal dollars by supporting summer reading, early learning and school attendance through an alliance with the Campaign for Grade Level Reading.
- Strengthen programs at libraries and museums that help build the skills of the 21st century workforce, including programs that help people find work, start small business, and build expertise to compete in a global society.
- Provide data and policy briefs to help libraries navigate issues around sharing e-books and other electronic content to ensure the vitality of knowledge sharing in the digital age.
- Save thousands of unique treasures at risk of loss due to inadequate conservation and preservation capacity in our nation’s collecting institutions.
- Support innovative development of digital collections and develop new tools to help people find and use digital resources.
- Support the development of digital literacy skills.
- Support high quality teaching and learning by training thousands of teachers to enliven classrooms through the use of library and museum resources.
- Build its capacity to share lessons learned, identify best practices and provide rich resources for library and museum professionals to improve their services.

IMLS supports a wide range of programming that impacts the lives of millions of Americans. At any point in time our small, but dedicated staff, are monitoring approximately 2,000 active grants. We remain committed to furthering our administrative efficiencies and assuring the highest quality grant-making, data collection, and research activities.

I believe that the American public is best served by maintaining strong support for libraries and museums and I am respectfully recommending enactment of funding for IMLS at the President’s request level.

I am happy to meet and talk personally with you or your staff.

Respectfully Submitted,

Susan H. Hildreth
Director
OVERVIEW OF STRATEGIC GOALS AND FY 2013 ACTIVITIES

U.S. museums and libraries have a presence in nearly every community in the nation; they provide opportunities for powerful learning experiences to missions each year. There are 123,000 libraries and 17,500 museums in the US. More than 169 million people in the U.S. over the age of 14 (69% of the population) are library users; 148 million people in the U.S. over the age of 18 are museum users.

IMLS is the federal voice for libraries and museums in the U.S. Our new strategic plan sets out a bold vision for “a democratic society where communities and individuals thrive with broad public access to knowledge, cultural heritage, and lifelong learning.” Our mission statement calls on the agency to “inspire libraries and museums to advance innovation, lifelong learning, and cultural and civic engagement. We provide leadership through research, policy development, and grant making.”

Five goals span the programmatic, policy, research and administrative effectiveness of the agency.

**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.

The following is a description of each goal and high capacity agency activities designed to carry out the goal.
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.

To succeed in our rapidly changing society and economy, individuals must continually update their skills. Libraries and museums have special capacity to reach underserved audiences and to develop learning experiences in every discipline, including science and engineering, business, and basic, digital, health, and financial literacies. Through their collections, exhibitions, and onsite, offsite, and online programs and partnerships, these institutions serve as essential and trusted components of the nation’s learning infrastructure. They occupy a critical space for pre-K, out-of-school, and after-school, summer, and adult learning. Library and museum professionals must also continually update their skills to teach essential 21st century skills: critical thinking and problem solving, communication, collaboration, and creativity and innovation.

Highlights

Museums, Libraries, and 21st Century Skills
The Museums, Libraries, and 21st Century Skills initiative underscores the critical roles of museums and libraries in reaching underserved communities and helping citizens build such 21st century skills as information, communications and technology literacy, critical thinking, problem solving, creativity, civic literacy, and global awareness. By providing online tools; convening local library and museum leaders, public officials, social service agencies, and educators in communities across the nation; and highlighting important investments, IMLS is engaging libraries and museums in an important national dialogue about learning in the 21st century.

Learning Labs in Libraries and Museums
IMLS and the MacArthur Foundation have joined together respond to improve outcomes in STEM learning in the U.S. Together we will support the planning and design of up to 30 learning labs in libraries and museums throughout the country. The labs are intended to engage middle- and high-school youth in mentor-led, interest-based, youth-centered, collaborative learning using digital and traditional media.

Early Learning Challenge
The importance of the early years in a child’s life has been well documented. The rallying cry can be heard across the nation, from schools and businesses to foundations and the public sector. The need to invest in young children is clear, as are the benefits of that investment. We are challenging libraries and to take action in three areas: school readiness, summer reading loss, and chronic school absence.

Objectives

Promote and support inclusive and accessible learning opportunities to individuals of diverse geographic, cultural, and socioeconomic backgrounds; individuals with special needs; and underserved communities.

Support communities of practice that draw on current research and evaluation literature to develop effective informal and formal learning experiences in museums and libraries.

Facilitate partnerships among museums, libraries and other education providers to expand learning opportunities for the public.

Support the training and development of museum and library leadership to meet the needs of diverse publics in a rapidly changing environment.
Community: IMLS promotes museums and libraries as strong community anchors that enhance civic engagement, cultural opportunities, and economic vitality.

Healthy, thriving, sustainable communities need institutions that strengthen civic life, understand and respond to community needs, and provide common experiences that knit together diverse interests. Libraries and museums help local communities and our nation advance solutions to our most difficult problems. They are safe places for community gathering, centers for community vitality, a connecting point for community services, and a venue for cultural expression and lifelong learning.

Highlights

Partnership with U.S. Department of Labor
Thirty million Americans used a library in 2009 to submit on-line applications, search for employment opportunities, and work on their résumés. Many of them visit their library on a regular basis. Three-quarters of these people reported using the library at least once a week.

IMLS and the U.S. Department of Labor, Employment and Training Administration (ETA) will continue to build the connection between the workforce investment system and public libraries. IMLS has supported the training of over 1,800 library staff in hard-hit communities across the nation. ETA officially encouraged its state and local workforce investment boards, state workforce agencies, and One-Stop Career Centers to partner with public libraries.

Let’s Move! Museums & Gardens
Developed in coordination with national museum and garden leaders and in conjunction with First Lady Michelle Obama’s fight against childhood obesity, Let’s Move! Museums & Gardens is a coalition of museums and gardens seeking to teach young people to make healthy food choices and be physically active.

Building Digital Communities
Libraries, businesses, hospitals, schools, museums, community technology centers, and local governments face difficult decisions about how to create and sustain access to broadband technologies to meet national priorities and create opportunity for difficult-to-reach populations. IMLS is developing new tools to help community leaders make strategic decisions about technology investments.
Content: IMLS support exemplary stewardship of museum and library collections and promotes the use of technology to facilitate discovery of knowledge and cultural heritage.

Access to museum and library collections helps to fuel innovation, inspire the development of new knowledge, and increase global understanding. Too many of the collections held in U.S. libraries and museums are at risk and in need of proper storage, emergency planning, and conservation treatment. These institutions are embracing new opportunities to digitize and share their collections and develop new standards and protocols to preserve and provide access to “born digital” data and objects.

Highlights

Connecting to Collections
IMLS will continue Connecting to Collection, an initiative to aid libraries and museums in their efforts to provide the best possible care for the collections. The initiative was grounded in the results of A Public Trust at Risk: The Heritage Health Index Report on the State of America’s Collections, an IMLS-funded study that for the first time documented and quantified the dire state of the collections museums and libraries hold in trust for the public. Connecting to Collections includes convenings in the U.S. and in Salzburg, Austria to explore collections-care issues; engagement of over 3,000 predominantly small museums that received the Connecting to Collections Bookshelf, a core set of books, DVDs, online resources, and an annotated bibliography; partnerships with the private sector to increase resources; and statewide planning activities in every state.

Sparks! Ignition Grants for Libraries and Museums
A new funding opportunity provides small grants (maximum award $25,000) to encourage libraries, museums, and/or archives to test and evaluate specific innovations in the ways they operate and the services they provide. Sparks Grants support the deployment, testing, and evaluation of promising and groundbreaking new tools, products, services, or organizational practices.

Objectives

Support the care and management of the nation’s collections to expand and sustain access for current and future generations.

Develop and implement a nationwide strategy to expand the public’s access to the information, meaning, and content found in museum and library collections.
Access: IMLS advises the President and Congress on plans, policies, and activities sustain and increase public access to information and ideas.

In an economy powered by knowledge, libraries and museums play essential roles in assuring equitable access to information. New technologies are changing the ways in which people access and use information. Without careful attention to the means in which the United States promotes equitable access, the foundation of our economy, our democracy, and quality of life are at risk.

While use of information technology is increasing in the U.S., we are behind many other nations. The government and private sectors face difficult decisions about how to create and sustain library, museum, and information access. They need tools to make strategic decisions that keep our democracy and economy strong.

Highlights
Publishing Research, Data Analysis, and Issue Briefs
To inform policy makers at all levels, IMLS has released analysis in the following areas: Impacts of Budget Cuts to State Libraries; Distribution of Public Access Broadband by Rural, Suburban, and Urban areas; Demographics of Public Library Computer Users; Ten Years of Increasing Public Demand for Library Services and Decreasing Budgets; and Characteristics of Public Funding for Museums in the U.S. The findings of these analyses have been used by Congress, federal agencies (including DOL, HHS, ED, NTIA and FCC), foundations (including Pew, the Gates Foundation, and Mac Arthur Foundation), and local communities to inform investments in library and museum services. IMLS will continue publishing in these areas.

Museums Count
IMLS is undertaking a comprehensive census of museums in the U.S. At this time no accurate inventory exists and we believe that our current assumptions vastly underestimate the number of U.S. museums. This data will help public officials and practitioners make informed policy decisions about the future of museum service in the U.S.
Model Agency: IMLS achieves excellence in public management and performs as a model organization through strategic alignment of resources and prioritization of programmatic activities, maximizing value for the American public.

IMLS continues its commitment to improving administrative efficiencies, focusing on high-quality stewardship of public funds and outstanding public service.

Highlights

Focus on Monitoring and Results
IMLS has created an Office of Planning, Research and Evaluation to carry out formal collections of nonpartisan, evidence-based data to inform grant making priorities. One example is new work with Grants to State Libraries, IMLS’s largest grant program, which is engaging library staff in every state and developing new metrics to measure success and inform future resource allocation. Another example is the recently completed independent evaluation of Museums for America, IMLS’s largest museum grant program. Findings from this study have been used to reshape the agency’s museum investments.

Citizen Engagement Strategies – Open Government
The agency has begun to use social media and other citizen-science-model strategies to enhance public participation in the development of agency programs and encourage collaboration. The agency recently launched an enhanced web site that allows the public to learn about agency investments in community institutions and find data and policy briefs associated with a variety of issue areas including early learning, health, workforce, STEM learning, broadband, global awareness, and education support.

In July, IMLS used IdeaScale, a social media platform, to engage citizen participation in developing its strategic plan. More than 1,400 users participated by voting for their favorite ideas, adding new ideas, and commenting on ideas. And just last month, we launched a blog to continue to engage the public in discussion of library, museum, and information service issues.

IMLS will continue citizen engagement and Open Government initiatives.

Objectives

Develop an exemplary model of efficient federal grants management.

Cultivate a culture of planning, evaluation, and evidence-based practice to maximize the impact of public investments.

Promote greater transparency and accountability of IMLS operations.

Encourage and promote an engaged and energized IMLS workforce.
FY 2013 Appropriations Request
Streamlining

As the Institute embarks on its new five-year plan, we believe we can serve the American Public more strategically by combining and streamlining the range of funding opportunities available to support the museum community. These changes are based on input from the museum community through the agency’s strategic planning process, recommendations from applicants, reviewers, and grantees, and in recognition of the agency’s recent reauthorization.

Merge the Conservation Project Support (CPS) program with the Museums for America (MFA) program: We believe that we can accomplish the goals of CPS through MFA funding and help alleviate the confusion we’ve heard over the past few years about the overlap in purpose of those programs relating to the care and conservation of museum collections. By merging the funding for CPS and MFA under the Museums for America program, we will continue to support eligible museums in a wide range of essential programming for the audiences they serve, while fully addressing goals 1, 2 and 3 of the IMLS strategic plan.

Merge the 21st Century Museum Professionals Grants (21MP) program with the National Leadership Grant (NLG) program: The eligible entities for these two programs are similar and, by combining the funding for these two programs, we believe we can more strategically identify projects that most effectively address nationwide issues in museum services and advance the professionalism of U.S. museums and their staffs.

We are recommending that the Native American/Native Hawaiian Museum Services (NANH) program and the Museum Grants for African American History and Culture (AAHC) program remain as separate and distinct application categories.

The changes we are implementing are intended to help museums serve their communities more efficiently and with greater impact.

- We will have fewer categories with better descriptions.
- We will have a simpler application schedule and process.
- It will be easier for organizations to see how their projects can link with our funding opportunities.
Summary of Appropriations Request
The FY 2013 IMLS budget request is $231,953,777. This amount includes $230,543,760 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 $1,410,017 for a grants program authorized by the African American History and Culture Act (AAHCA).

Research, Evaluation and Data Collection
Of the $230,543,760 requested for programs and administrative costs authorized by the MLSA, IMLS requests $1,885,904 to collect data, carry out research and identify best practices in cooperation with the nation’s libraries and museums.

Library Services
IMLS requests $184,704,088 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 $29,448,921 for the following museum grants and related programs.

- Museums for America
- Native American and Native Hawaiian Museum Services
- National Leadership Grants for Museums

African American Museum Services
IMLS requests $1,410,017 for the grant program authorized by the African American History and Culture Act.

Administration
IMLS requests $14,504,847 for program administration. Funds support personnel compensation and benefits, rent and utilities, contractual services, communications, travel, printing, equipment and supplies, automated data processing, and other administrative services in support of the Institute’s programs and initiatives, including the Institute’s overhead costs in the area of research, evaluation, and data collection activities.
Table 1: IMLS Appropriations History, 2003–2013  
(Budget Authority in 000's)

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Tennessee's Nashville Public Library.
FY 2013 Budget Request: $156,365,300

Program Description

The Grants to State Library Agencies program is the largest federal program for libraries in the United States. The program awards population-based formula grants annually 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. Grants are allocated by a population-based formula. The Act limits the amount of funds available for administration at the state level to 4 percent, requires a 34 percent match from nonfederal state or local funds and compliance with maintenance of effort requirements.

State agencies may use the appropriation for statewide initiatives and services. They may also distribute the funds through competitive subgrants or cooperative agreements to public, academic, research, school, or special libraries. Funds have been used to meet the special needs of children, parents, teenagers, the unemployed, senior citizens, and the business community, as well as adult learners. Many libraries have partnered with community organizations to provide a variety of services and programs, including access to electronic databases, computer instruction, homework centers, summer reading programs, digitization of special collections, access to e-books and adaptive technology, bookmobile service, and development of outreach programs to the underserved.

Each SLAA must conduct a statewide needs assessment every five years and submit a plan to IMLS that describes goals and objectives for the next five year period. The state needs must be described within the context of priorities established by the Museum and Library Services Act. Under the current Act, states must focus their activities on using technology, sharing resources, supporting literacy, serving underserved populations and achieving efficiencies. Additionally, the Act places emphasis on lifelong learning, workforce development, digital literacy, and emergency response and preparedness.

IMLS monitoring activities include an annual technical assistance conferences and a rotating schedule of site visits to each state.

Grants to States Highlights

The Grants to States Program awarded $172,561,000 in FY 2010. The SLAAs reported on the use of these funds in late December 2011. Some highlights of the an analysis of the projects funded include:

- $2.3 million for 139 early learning projects serving 3.5 million people;
- $2.1 million for 205 summer reading projects serving 5.7 million people;
- $1.5 million for 54 workforce development projects serving 3.8 million people;
- $49.9 million for 300 resource sharing projects involving 34 states;
- $17 million for 90 projects supporting services for blind and physically handicapped and serving 14 million people;
- $5.8 million for 134 digitization project serving 264 million people

Early Literacy Station Project, State Library of Kansas

LSTA funds $71,900; Cash Match $80,500; Total cost $152,400.
This project brought hardware with preloaded educational software to participating libraries. Thirty-three public and school libraries requested 70 stations, 19 of which included bilingual versions in Spanish. The units encourage children’s thinking and allow them to learn at their own pace, even children with no previous computer experience are using them. The popularity of the program inspired new donations to the libraries and increased attendance.

**JOBS Training Center, Apache Junction Public Library, AZ**
LSTA Funds Expended: $99,997, Cash Match: $46,873

A Job Opportunity & Basic Skills (JOBS) Training Center was established to benefit the public with a one stop equal opportunity employment center. Existing library space was converted and new equipment was purchased to outfit the JOBS Center in order to have the necessary technology and materials available for job seekers. A full-time consultant was hired to develop and teach classes including ESL, GED and basic skills. The consultant assisted the unemployed and the underemployed seeking employment by presenting classes in resume writing and related job seeking skills. Materials were purchased to enhance the programs and facilitate access to needed information. Training provided improved the participants’ potential of finding employment.

**Information and Resource Sharing, North Dakota State Library**
LSTA funds $584,895 Total Costs $584,895.

The North Dakota State Library works in cooperation with school, public, academic, and special libraries to promote the availability of information services and the distribution of materials. The Interlibrary loan department has a one-day turn-around period for processing requests. They use the Online Dakota Information Network and two other networks that link area libraries. The state library has contracted with MINITEX to obtain materials that are not available in-state.

**NC ECHO Digitization, Ensuring Democracy through Digital Access, East Carolina University, J Y Joyner Library**
LSTA Funds Expended: $46,962, Cash Match: $8,116

This project, part of NC ECHO (Exploring Cultural Heritage Online) will produce the most comprehensive digital collection to date of core North Carolina state government documents, offering researchers a historical view of the development of the state’s government and infrastructure. The collection will include a broad sampling of state publications with a significant portion from the 19th and early 20th centuries. These publications, which range from reports from the tax research department to reports of public charities, to the Public Documents of the State of North Carolina, offer a rich historical perspective of the development of state government.

**Forecast for FY 2013**

The Grants to State Library Agencies Program will see the cumulative results of the evaluations conducted and submitted to IMLS in FY 2012. The IMLS publication, Catalyst for Change: LSTA Grants to States Program, highlighted national trends following the previous program evaluation, and we expect to summarize findings from the 2012 evaluation. The SLAAs will begin FY 2013 with new five year plans approved by the agency's director. The goals and objectives identified in the plans will provide a forecast of the information, knowledge, and training needs critical to meeting the needs of the American public. Finally, in FY 2013 we will pilot metrics developed in the cross-agency Measuring Success initiative and begin testing a new iteration of the program’s online reporting tool.
### Table 2: State Allotments for FY 2007–FY 2013

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*Section 9131(b)(3)(D) 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 republics, along with the U.S. Virgin Islands, Guam, American Samoa, and the Commonwealth of the Northern Mariana, are eligible to compete for the grants.*
FY 2013 Budget Request: $12,000,000

Program Description
National Leadership Grants support projects that address major challenges faced by the nation’s museums, libraries, and/or archives. This program funds innovative projects with national impact, and which have potential to advance practice in those fields. National Leadership Grant awards ($50,000 - $500,000) support creation, use and preservation of digital resources and services, research, demonstration and partnerships.

Grant Highlights
University of Washington, Information School - Seattle, WA
Year: 2011, Amount: $635,000
Early literacy programs are very common in public libraries across the nation, but libraries struggle to find accurate and meaningful ways to measure the impact these programs have on children. Building on a 2009 research planning grant from IMLS, researchers in the University of Washington Information School and partners, including the Early Learning Public Library Partnership, the Foundation for Early Learning, and the Washington State Library, will investigate and test new ways to measure the effectiveness of early literacy programs in public libraries.

Portland State University, Millar Library - Portland, OR
Year: 2011, Amount: $999,493
Portland State University, in collaboration with its partners, will conduct extensive mining and analysis of data for more than 23,000 adult users of the IMLS-funded Learner Web, a learning support system for adults. Learner Web helps adults accomplish specific personal goals such as earning a General Equivalency Diploma,
improving English language abilities, or increasing digital literacy skills. This research will provide unique and important information about the learning processes of various hard-to-serve populations and how libraries can better tailor tutoring opportunities to meet diverse needs. Project partners include the state libraries of California, Louisiana, Minnesota, New York, and Texas; and other partners in Virginia, Louisiana, Minnesota, and Ohio.

**University of Michigan, School of Information - Ann Arbor, MI**  
**Year: 2011, Amount: $49,957**

Health information is a critical resource for individuals and communities, but not all groups have equal access to this information. This collaborative planning project will help shape an anticipated future large-scale research project focusing on enhancement of health information infrastructures for marginalized urban communities. The planning project and the subsequent study will focus on conditions that are disproportionately prevalent in Inkster, Flint, and northwest Detroit, including diabetes, chronic kidney disease, and hypertension, as well as information related to the prevention of these conditions.

![Number of Funded National Leadership Library Grants Identified with a Target Service Population, FY2009-FY2011](image)

<table>
<thead>
<tr>
<th>Service Population</th>
<th>Number of Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infants to Preschool (under age 5)</td>
<td>7</td>
</tr>
<tr>
<td>Children &amp; Youth (0-19 years)</td>
<td>8</td>
</tr>
<tr>
<td>Adolescents Only (13-19 years)</td>
<td>4</td>
</tr>
<tr>
<td>K-12 (5-19 years)</td>
<td>5</td>
</tr>
<tr>
<td>Adults</td>
<td>5</td>
</tr>
<tr>
<td>Aging, Elderly, Senior Citizens</td>
<td>7</td>
</tr>
<tr>
<td>Families, Intergenerational Populations</td>
<td>15</td>
</tr>
<tr>
<td>People/Families of People with Mental/Physical Challenges</td>
<td>1</td>
</tr>
<tr>
<td>General/Unspecified</td>
<td>35</td>
</tr>
<tr>
<td>K/12 Teachers/Educators</td>
<td>2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Target Service Populations</th>
<th>Number of Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>People/Families of People with Mental/Physical Challenges</td>
<td>1</td>
</tr>
<tr>
<td>General/Unspecified</td>
<td>35</td>
</tr>
<tr>
<td>K/12 Teachers/Educators</td>
<td>2</td>
</tr>
</tbody>
</table>
Forecast 2013

The National Leadership Grants program’s funding categories will be realigned with the agency’s new strategic plan. Program staff is currently discussing possible improvements in the program including more intentional direction of program funds to specific areas of emphasis, achieving greater efficiency in the review and award processes, and focusing funding categories on outcomes stated in the strategic plan.

![Bar chart showing the number of National Leadership Grant Library Grantees identified by project area, FY2009-FY2011.](chart_image)

- Early Learning: 6
- Afterschool/Out-of-School: 8
- Learning Tools and Interactives (Information/Media literacy): 1
- Education Support: 2
- Collections Care/Preservation: 3
- Cultural Heritage/Sustainability: 41
- Workforce Development/Job Assistance: 1
- Health: 1
- Environment and Energy: 2
- Broadband: 1
- 21st Century Skills: 31
- Civic/Community Engagement: 13
FY 2013 Budget Request: $12,469,520

Program Description
The Laura Bush 21st Century Librarian Program (LB21) invests in the nation’s information infrastructure by funding projects designed to address the education and training needs of the professionals who help build, maintain, and provide public access to the world’s wide-ranging information systems and sources. The Laura Bush 21st Century Librarian Program supports projects to develop faculty and library leaders, to recruit and educate the next generation of librarians and archivists, to build institutional capacity in graduate schools of library and information science, and to assist in the professional development of librarians and archivists.

A particular focus is developing information professionals who can help manage the burgeoning data generated by the nation’s researchers, serve as stewards of the nation’s cultural legacy, and meet the information needs of the underserved.

Grant Highlights
El Paso Area Libraries Consortium El Paso, TX
Year: 2011, Amount: $500,000
Working with its partners, the El Paso Area Libraries Consortium (EPAL), representing 193 public, school, university, and other libraries, will continue the highly successful librarian recruitment GOAL program in the Trans-Pecos border region of Texas and expand into southern New Mexico, offering two programs. The College Bound Program will provide scholarships to at least 45 students enrolled in a master’s or associate’s program in library and information science. The Librarian in Training Program will provide scholarship and non-scholar...
ship programs to at least 130 youths and adults as they gain hands-on experience while volunteering in a library.

**New York Public Library Astor, Lenox and Tilden Foundations - New York, NY**

**Year: 2011, Amount: $200,262**

The New York Public Library (NYPL) will implement “Money Matters,” a staff training initiative that will educate staff on the core concepts and related reference sources of personal finance. It will also provide staff with the opportunity to host presentations by experts from partnering agencies and associations or conduct personal finance training that their neighborhood communities need most. NYPL will make the training materials created by the project freely available.

**Number of LB21 Program Grants Identified with a Target Service Population, FY2009-FY2011**

<table>
<thead>
<tr>
<th>Service Population</th>
<th>Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infants to Preschool (under age 5)</td>
<td>2</td>
</tr>
<tr>
<td>Children &amp; Youth (0-19 years)</td>
<td>4</td>
</tr>
<tr>
<td>Adolescents Only (13-19 years)</td>
<td>3</td>
</tr>
<tr>
<td>K-12 (5-19 years)</td>
<td>10</td>
</tr>
<tr>
<td>Adults</td>
<td>8</td>
</tr>
<tr>
<td>Aging, Elderly, Senior Citizens</td>
<td>2</td>
</tr>
<tr>
<td>Families, Intergenerational Populations</td>
<td>1</td>
</tr>
<tr>
<td>Poor, Economically Disadvantaged, Indigent</td>
<td>11</td>
</tr>
<tr>
<td>Unemployed, Underemployed, Dislocated</td>
<td>5</td>
</tr>
<tr>
<td>People/Families of People with Mental/Physical Challenges</td>
<td>3</td>
</tr>
<tr>
<td>Immigrants, Newcomers, Refugees</td>
<td>13</td>
</tr>
<tr>
<td>Racial or Ethnic SubGroups</td>
<td>27</td>
</tr>
</tbody>
</table>
Forecast 2013
The Laura Bush 21st Century Librarian Program officers anticipate increased effectiveness and efficiency in the 2013 cycle for three primary reasons: 1) The program is currently being evaluated by an external contractor and the findings are expected later this year; 2) Funding categories will be realigned with the Agency's new strategic plan; and 3) The calendar for the grant cycle may be modified to reduce the likelihood of returned funds by awardees.

<table>
<thead>
<tr>
<th>Project Area</th>
<th>Number of Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Afterschool/Out-of-School</td>
<td>2</td>
</tr>
<tr>
<td>Collections Care/Preservation</td>
<td>4</td>
</tr>
<tr>
<td>Economic/Community Development</td>
<td>9</td>
</tr>
<tr>
<td>Global Awareness</td>
<td>1</td>
</tr>
<tr>
<td>Early Learning</td>
<td>3</td>
</tr>
<tr>
<td>Education Support</td>
<td>55</td>
</tr>
<tr>
<td>Environment and Energy</td>
<td>1</td>
</tr>
<tr>
<td>Health</td>
<td>6</td>
</tr>
<tr>
<td>Learning Tools and Interactives (Information/Media literacy)</td>
<td>13</td>
</tr>
<tr>
<td>Lifelong Learning/ Intergenerational</td>
<td>7</td>
</tr>
<tr>
<td>21st Century Skills</td>
<td>14</td>
</tr>
<tr>
<td>Workforce Development/Job Assistance</td>
<td>13</td>
</tr>
<tr>
<td>Information Infrastructure/ Systems/Workflows</td>
<td>3</td>
</tr>
<tr>
<td>STEM (Science, Technology, Engineering, Math)</td>
<td>10</td>
</tr>
<tr>
<td>Cultural Heritage/Sustainability</td>
<td>15</td>
</tr>
</tbody>
</table>


**FY 2013 Budget Request: $3,869,268**

**Basic and Enhancement Grants**

**Program Description**

The Basic Grant is noncompetitive and distributed in equal amounts among eligible applicants. Basic Grants are available to support existing library operations and to maintain core library services. The Education/Assessment Option is supplemental to the Basic Grants. The purpose of the Education/Assessment Option is to provide funding for library staff to attend continuing education courses and training workshops on- or off-site, for library staff to attend or give presentations at conferences related to library services, and to hire a consultant for an on-site professional library assessment.

Enhancement grant projects may enhance existing library services or implement new library services, particularly as they relate to the goals in the updated IMLS statute (20 U.S.C. § 9141).

**Grant Highlights**

**Petersburg Indian Association - Petersburg, AK**

**Award Amount: $149,681**

The Petersburg Indian Association and the Petersburg Public Library will jointly implement the Many Voices, One Community project with programming on topics such as preparation of traditional foods and medicines, subsistence methods, Northwest Coast art and design, and Tlingit language and history. Cultural content will also be incorporated into regular library programs such as the Summer Reading Challenge, story times, and K–grade 5 after-school programs.
Institute of Museum and Library Services

**Program Fact Sheet: Native American Library Services**

### Distribution of Native American Library Services Program Awards by Fiscal Year, FY2006-FY2011

- **Smallest Award:**
  - FY2006: $5,000
  - FY2007: $5,000
  - FY2008: $5,000
  - FY2009: $5,000
  - FY2010: $6,000
  - FY2011: $6,000

- **Median Award:**
  - FY2006: $6,000
  - FY2007: $6,000
  - FY2008: $6,000
  - FY2009: $6,000
  - FY2010: $7,000
  - FY2011: $7,000

- **Largest Award:**
  - FY2006: $519,700
  - FY2007: $519,700
  - FY2008: $510,500
  - FY2009: $531,000
  - FY2010: $420,000
  - FY2011: $407,578

### Total Number of Native American/Native Hawaiian Library Services Program Applications and Awards by Fiscal Year, FY2006-FY2011

- **Total Applications**
  - FY2006: 228
  - FY2007: 244
  - FY2008: 217
  - FY2009: 218
  - FY2010: 232
  - FY2011: 232

- **Total Awards**
  - FY2006: 55
  - FY2007: 49
  - FY2008: 27
  - FY2009: 28
  - FY2010: 33
  - FY2011: 37

### Comparison of Amount Requested to Total Amount Awarded for Native American Library Services Program by Fiscal Year, FY2006-FY2011

- **Total Requested**
- **Total Awarded**
Pueblo of Acoma - Pueblo of Acoma, NM
Award Amount: $95,149
The Pueblo of Acoma will develop the Acoma Historical Storytelling Project, led by the Pueblo’s Learning Center and Library. It will engage youth, senior citizens, and families in a book-publishing project through traditional and contemporary storytelling that will result in the production of two books on Acoma’s history.

Forecast 2013
In FY 2012 the Basic Grant program is being streamlined to provide easier access to this noncompetitive program. Although the Basic grant is a small amount, tribes are able to provide staffing, resources, computers, Internet access, and valuable public programs. The Education/Assessment Option provides a small amount for local assessments and travel to conferences, which, since its inception in 2005, has greatly expanded the network of tribal librarians who can share resources and inspiration at a national level.

Native American Enhancement Grants are creating model projects every year that are shared at national meetings sponsored by IMLS. These projects focus on 21st Century skills while also preserving traditional culture and values within tribal communities. The Enhancement Grant program already aligns well with the new IMLS strategic goals by supporting tribal libraries as anchor institutions serving life-long learning and technology needs at the local level.

![Number of Funded Native American Library Services Grants Identified with a Target Service Population, FY2009-FY2011](image)
Number of Native American Library Services Grantees Identified by Project Area, FY2009-FY2011

- Early Learning: 6
- Afterschool/Out-of-School: 8
- Learning Tools and Interactives (Information/Media literacy): 1
- Education Support: 2
- Collections Care/Preservation: 3
- Cultural Heritage/Sustainability: 41
- Workforce Development/Job Assistance: 1
- Health: 1
- Environment and Energy: 2
- Broadband: 1
- 21st Century Skills: 31
- Civic/Community Engagement: 13
Native Hawaiian Library Services

Program Description
Native Hawaiian Library Services grants support library services to the Native Hawaiian community to enhance existing library services or to implement new library services.

Grant Highlights
ALU LIKE, Inc. -- Honolulu, Hawaii
Amount: $407,578
ALU LIKE, Inc. will maintain and expand the traditional and digital library services of the Native Hawaiian Library (NHL). Specific activities include maintaining the four branches of the Native Hawaiian Library network; continuing NHL’s programs and special community events, such as the Summer Reading Books by Mail program and the annual Literacy Fair; and, conducting workshops on accessing the digital library resources of Ulukau, the Hawaiian Electronic Library.

Kanu o ka ‘Aina Learning ‘Ohana (KALO) -- Kamuela, Hawaii
Amount: $158,122
Kanu o ka ‘Aina Learning ‘Ohana (KALO) will equip and staff the Halau Puke, a new 9,590 square foot community library being built on Hawaiian Home Lands in central Waimea, HI. It will provide the surrounding communities with a Native Hawaiian Library that embodies a strong sense of place and fosters a culturally-responsive learning environment. It will provide access to Hawaiian cultural and language resources with a 1,000 volume Hawaiian Studies collection, other place-based literature relevant to the Kohala District, digital recordings in the Hawaiian language, and computer stations for digital research.

Forecast 2013
In FY 2013, this program will continue to provide essential services to the Native Hawaiian population, offering unique digital and traditional resources to preserve the rich Native Hawaiian cultural heritage as well as to promote literacy, education, and life-long learning at the local level.
FY 2013 Budget Request: $20,643,320

Program Description

Museums for America grants enable museums to serve the public more effectively by supporting high-priority activities that advance their missions and strategic goals. Museums for America grants strengthen the ability of museums to position themselves as community anchors by building institutional capacity, providing engaging learning experiences, and caring for, preserving and interpreting the collections they hold in the public trust.

Successful applicants must show evidence of institutional strategic planning and the relationship between the requested funding and one or more of the museum’s goals and objectives. Projects must be investments for the future, with long-term impacts for both the museum and its audiences.

In FY 2011, IMLS completed work with an independent contractor for a comprehensive, mixed-method evaluation of the Museums for America program. The analysis consisted of a statistical review of IMLS administrative data, surveys of over 400 applicants and over 700 grantees and in-depth profiles of 26 museum grantees. This evaluation also included video footage of six MFA projects, which represents a new foray into mixed media evaluations for IMLS. The final report from the evaluation along with the museum profiles and short videos are available at www.imls.gov/research/mfa_evaluation.aspx. The period of performance for this contract was September 2009 through September 2011.
### Distribution of Museums for American Awards and Conservation Project Grants by Fiscal Year, FY2006-FY2011

<table>
<thead>
<tr>
<th>Year</th>
<th>Award Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>$160,000</td>
</tr>
<tr>
<td>2007</td>
<td>$120,000</td>
</tr>
<tr>
<td>2008</td>
<td>$100,000</td>
</tr>
<tr>
<td>2009</td>
<td>$80,000</td>
</tr>
<tr>
<td>2010</td>
<td>$60,000</td>
</tr>
<tr>
<td>2011</td>
<td>$40,000</td>
</tr>
</tbody>
</table>

#### Award Amounts:
- **Smallest Award**: $7,479 to $15,000
- **Median Award**: $10,000 to $150,000
- **Largest Award**: $150,000

### Total Number of Museums for American Program and Conservation Project Applications and Awards by Fiscal Year, FY2006-FY2011

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Applications</th>
<th>Total Awards</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>592</td>
<td>217</td>
</tr>
<tr>
<td>2007</td>
<td>587</td>
<td>223</td>
</tr>
<tr>
<td>2008</td>
<td>491</td>
<td>193</td>
</tr>
<tr>
<td>2009</td>
<td>764</td>
<td>255</td>
</tr>
<tr>
<td>2010</td>
<td>833</td>
<td>265</td>
</tr>
<tr>
<td>2011</td>
<td>763</td>
<td>245</td>
</tr>
</tbody>
</table>

### Comparison of Amount Requested to Total Amount Awarded for Museums for America and Conservation Program by Fiscal Year, FY2006-FY2011

- **Total Requested**
- **Total Awarded**
Key Findings

Organizational Capacity Effects
Among grantees reporting institutional capacity effects (n=464):
- 81% helped institution fulfill its mission
- 80% strengthened museum's public image
- 67% increased ability to attract outside funding
- 64% increased visibility of institution as a center of community learning
- 59% raised institution’s prestige in the community
- 45% improved staff cohesion and commitment to mission

Audience Effects
93% of surveyed projects served public audiences. Of these (n=442):
- 73% reached new audiences
- 64% increased commitment by existing audiences
- 46% increased audience access

<table>
<thead>
<tr>
<th>Number of Museums for America Program and Conservation Project Grants Identified with a Target Service Population, FY2009-FY2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infants to Preschool (under age 5)</td>
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<td>Immigrants, Newcomers, Refugees</td>
</tr>
<tr>
<td>Racial or Ethnic SubGroups</td>
</tr>
</tbody>
</table>

0  20  40  60  80  100
Grant Highlights

The Tennessee Aquarium, Chattanooga, TN (2010: $146,010) is designing and installing the Watershed Learning Path, a self-guided journey for visitors that follows a raindrop through the Tennessee River watershed from the Appalachian Mountains to a reef in the Gulf of Mexico. The path will educate and engage the audience about the importance of biodiversity and the ways that all life connects to the water cycle, with an ultimate goal to inspire visitors to take a more active role in the protection of the environment of the Southeast for generations to come.

The Yale Peabody Museum of Natural History in New Haven, CT (2011, $148,015) is using its IMLS award to support a new component of its after-school science literacy program to meet the needs of teens and their teachers, parents, and community in the New Haven Public Schools. A career ladder program called Sci.CORPS will employ students as interpreters in the exhibition galleries. The program engages students in grades 9-12 from groups traditionally underrepresented in the sciences in a comprehensive, museum-based curriculum that combines hands-on projects, field trips, college preparation, career awareness, and transferable skills development, along with opportunities for paid internships.

Number of Museums for America Program and Conservation Project Grants Identified by Project Area, FY2009-FY2011
The Children’s Museum of Indianapolis, Indianapolis, IN (2010: $150,000) will enhance the training and development of its operations staff (i.e., non-gallery related staff) in “family learning” principles, objectives, and strategies. The project will strengthen the place of family learning in beyond exhibit and content staff, thus increasing the knowledge, skills, and abilities of museum staff to serve the one million children and families who visit each year.

Forecast 2013

In FY 2013, the Museums for America and Conservation Project Support programs will be merged into one larger funding opportunity for museums. No separate funding is requested in FY 2013 for the Conservation Project Support program since its purpose and goals will be included in the expanded MFA program. The merging of these two programs will eliminate the confusing overlap that existed between the collections stewardship category projects under MFA and collections conservation projects under CPS.

Reflecting the agency’s new strategic plan, all project proposals will be required to support institutional planning for operations and collections management and conservation. Collections conservation project proposals will also require a clear demonstration of benefit, not just for the institution’s internal operations, but also for the audiences it serves.

IMLS anticipates being able to support a larger number of museums in FY 2013 by merging these two programs and restricting applications to one per eligible institution. This strategy will assist museums in focusing on their highest priority for funding in support of their institutional plans.
FY 2013 Budget Request: $7,879,914

Program Description
National Leadership Grants advance the ability of museums, archives, and libraries to preserve physical and digital collections, build technology infrastructures and information technology services, and provide 21st century knowledge and skills to support a world-class workforce.

Successful proposals have national impact and generate results—new tools, research, models, services, practices, or alliances—that can be widely adapted or replicated to extend the benefit of federal investment and that increase community access and participation. Projects must demonstrate national impact, innovation and collaboration. Most grant awards involve strong partnerships among museums, libraries, universities, and/or community organizations.

Grant Highlights
The Minnesota Historical Society, St. Paul, MN, (2011: $449,036) in partnership with four Minnesota schools, will create a new model for school field trips using mobile and Web technologies to capitalize on the natural behaviors and learning styles of twenty-first century learners. “History in Our Hands: the Field Trip for the 21st Century Learner,” targeted at students in grades four through eight, will demonstrate how museums can use technology with large numbers of “digitally native” students to create self-directed, personalized, responsive field trip experiences that deepen student engagement with museum content and contribute directly to the development of twenty-first century skills.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Smallest Award</th>
<th>Median Award</th>
<th>Largest Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>$7,500</td>
<td>$249,890</td>
<td>$960,595</td>
</tr>
<tr>
<td>2007</td>
<td>$24,417</td>
<td>$362,524</td>
<td>$2,178,946</td>
</tr>
<tr>
<td>2008</td>
<td>$10,650</td>
<td>$40,000</td>
<td>$997,766</td>
</tr>
<tr>
<td>2009</td>
<td>$15,000</td>
<td>$96,740</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>2010</td>
<td>$6,000</td>
<td>$248,374</td>
<td>$974,998</td>
</tr>
<tr>
<td>2011</td>
<td>$15,319</td>
<td>$197,927</td>
<td>$999,493</td>
</tr>
</tbody>
</table>

Total Number of National Leadership Museum Grants and 21st Century Museum Professionals Program Applications and Awards by Fiscal Year, FY2006-FY2011

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Applications</th>
<th>Total Awards</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2006</td>
<td>23</td>
<td>23</td>
</tr>
<tr>
<td>FY2007</td>
<td>33</td>
<td>109</td>
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<tr>
<td>FY2008</td>
<td>131</td>
<td>152</td>
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<tr>
<td>FY2009</td>
<td>56</td>
<td>164</td>
</tr>
<tr>
<td>FY2010</td>
<td>43</td>
<td>114</td>
</tr>
<tr>
<td>FY2011</td>
<td>33</td>
<td>127</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Requested</th>
<th>Total Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2006</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>FY2007</td>
<td>$10,000,000</td>
<td>$20,000,000</td>
</tr>
<tr>
<td>FY2008</td>
<td>$30,000,000</td>
<td>$50,000,000</td>
</tr>
<tr>
<td>FY2009</td>
<td>$40,000,000</td>
<td>$60,000,000</td>
</tr>
<tr>
<td>FY2010</td>
<td>$50,000,000</td>
<td>$60,000,000</td>
</tr>
<tr>
<td>FY2011</td>
<td>$60,000,000</td>
<td>$70,000,000</td>
</tr>
</tbody>
</table>
A grant to the **Museum of Photographic Arts, San Diego, CA** (2010: $675,072, 2011: $25,000) will allow the Balboa Park Online Collaborative to work with San Diego’s arts, science, historical, and performing arts organizations to undertake the “Presenting Balboa Park” project. Focusing on the needs and interests of museum staff, community educators, and visitors, the project will use open source tools and shared standards to create a rich library of digital content from the collections of Balboa Park’s cultural organizations, resulting in unprecedented public access to rare and unique collections. It also creates new opportunities for educational programming and cross-collection, interdisciplinary exploration of collection information.

**Queensborough Community College, Bayside, NY,** (2011, $495,000) in collaboration with the Rubin Museum of Art, the Katonah Museum of Art, El Museo del Barrio, and the Godwin-Ternbach Museum, as well as Visual Thinking Strategies and the Literacy Assistance Center, will build and support museum–community college partnerships that dramatically improve both institutions’ ability to engage and serve adult English language learners and their families. Through the collaborative implementation of “CALTA21,” these partnerships will open pathways for some of the country’s newest residents to language skills, cultural capital, higher education, and workforce development, while simultaneously helping each institution expand its reach and maintain its relevance in increasingly diverse communities.
Forecast 2013

In FY 2013, National Leadership Grants for Museums will absorb the smaller 21st Century Museum Professionals Grants (21MP) program, originally launched in FY 2005, in an effort to streamline the application process for this pool of applicants, which includes eligible museums, colleges and universities, and nonprofit organizations that benefit museum professionals or the museum profession. The grant awards funded through the 21MP program support local, regional, statewide, and national projects that impact multiple institutions through professional training and development. The NLG program will continue to solicit these types of applications that have proven to be models for collaborations and partnerships in learning for a wide variety of museums and communities.

The Institute will realign the categories of funding in the NLG program with its new strategic plan, seeking proposals that focus on providing communities with models or research relating to successfully engaging diverse audiences, building communities of practice, facilitating partnerships, training and development of museum professionals to meet 21st century needs, and positioning museums as strong community anchors that enhance civic engagement, cultural opportunities, and economic vitality. In FY 2012, the Institute solicited specific proposals to support the nationwide Campaign for Grade Level Reading. In FY 2013, the Institute will continue to be more intentional in soliciting applications that address national movements and trends that can position museums to play a substantive role not only in advancing the profession but also in building stronger communities.

![Number of National Leadership Museum Grants and 21st Century Museum Program Grants Identified by Project Area, FY2009-FY2011](image-url)
FY 2013 Budget Request: $925,687

Program Description
Native American/Native Hawaiian Museum Services grants enable Native American tribes, Alaska Native villages or corporations, and organizations that primarily serve Native Hawaiians to benefit their communities and audiences through strengthened museum services. Grants are awarded competitively to support programming, professional development, and enhancement of museum services.

Grant Highlights
The Citizen Potawatomi Nation, Shawnee, OK (2010: $7,000, 2011: $7,000) will use its grant to fabricate and install an exhibit titled Keepers of the Fire for the Citizen Potawatomi Nation Cultural Heritage Center. The new exhibit will include 12 interactive digital exhibition stations, two immersive mini-theaters, and ten directional audio speakers, which will illustrate how the past, present, and future of the Potawatomi is intertwined through the unification of culture, traditions, and history.

The Eastern Band of Cherokee Indians, Sylva, NC (2010: $7,000, 2011: $7,000) developed a letterpress printmaking studio and a college-level letterpress course at the Oconaluftee Institute for Cultural Arts in Cherokee, NC. Letterpress printing was a process used in the production of the 19th-century newspaper The Cherokee Phoenix, the first Native American newspaper. Printing will be done in English and the Cherokee language, which will help to preserve the language, and printed pieces may be produced for use by other tribal entities, including the Cherokee language preschool immersion program.

Native American/Native Hawaiian Museum Services Grants, FY 2006–2011

Grantees Per State

- 0
- 1 - 7
- 8 - 11
- 12 - 20

Native American
Native Hawaiian
Museum Services Grantees

Alaska
Hawaii

Institute of Museum and Library Services - 41
**Distribution of Native American Native Hawaiian Museum Services Program Awards by Fiscal Year, FY2006-FY2011**

- **Smallest Award**
  - FY2006: $1,706
  - FY2007: $3,945
  - FY2008: $6,444
  - FY2009: $1,406
  - FY2010: $1,108
  - FY2011: $715

- **Median Award**
  - FY2006: 46279.5
  - FY2007: 49059
  - FY2008: 49439
  - FY2009: 48125.5
  - FY2010: 47292
  - FY2011: 48946

- **Largest Award**
  - FY2006: 50000
  - FY2007: 50000
  - FY2008: 50000
  - FY2009: 50000
  - FY2010: 50000
  - FY2011: 50000

---

**Total Number of Native American Native Hawaiian Museum Service Program Applications and Awards by Fiscal Year, FY2006-FY2011**

- **Institutions**
  - FY2006: 43
  - FY2007: 35
  - FY2008: 36
  - FY2009: 35
  - FY2010: 43
  - FY2011: 33

- **Total Applications**
  - FY2006: 22
  - FY2007: 23
  - FY2008: 20
  - FY2009: 22
  - FY2010: 24
  - FY2011: 21

---

**Comparison of Amount Requested to Total Amount Awarded for Native American Native Hawaiian Museum Services Program by Fiscal Year, FY2006-FY2011**

- **Total Requested**
  - FY2006: $0
  - FY2007: $500,000
  - FY2008: $1,000,000
  - FY2009: $1,500,000
  - FY2010: $2,000,000
  - FY2011: $2,500,000

- **Total Awarded**
  - FY2006: $0
  - FY2007: $1,000,000
  - FY2008: $1,500,000
  - FY2009: $2,000,000
  - FY2010: $2,500,000
  - FY2011: $3,000,000
**Forecast 2013**

The Institute anticipates a continuing demand from this important constituency for grant support to preserve and interpret the heritage of these unique communities. IMLS will continue to invite applicants to submit proposals to support programming, professional development and enhancement of museum services, while encouraging these organizations to focus their projects on improved and culturally appropriate stewardship of collections, learning experiences for the audiences to be served, and efforts to demonstrate the role of museum services in building civic engagement, cultural opportunities, and economic vitality for Native American and Native Hawaiian communities.

IMLS plans to host an annual convening of active grantees in this program to share the successes and challenges of their project activities and build networks of support. Past convenings have supported professional development and training for Native Americans and Native Hawaiians providing museum services to their tribes and communities.

<table>
<thead>
<tr>
<th>Number of Funded Native American Native Hawaiian Museum Professional Grants Identified with a Target Service Population, FY2009-FY2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Children &amp; Youth (0-19 years)</strong></td>
</tr>
<tr>
<td><strong>Adolescents Only (13-19 years)</strong></td>
</tr>
<tr>
<td><strong>K-12 (5-19 years)</strong></td>
</tr>
<tr>
<td><strong>Adults</strong></td>
</tr>
<tr>
<td><strong>Aging, Elderly, Senior Citizens</strong></td>
</tr>
<tr>
<td><strong>Families, Intergenerational Populations</strong></td>
</tr>
<tr>
<td><strong>General/Unspecified</strong></td>
</tr>
<tr>
<td><strong>College Students</strong></td>
</tr>
<tr>
<td><strong>Museum Professionals</strong></td>
</tr>
<tr>
<td><strong>K/12 Teachers/Educators</strong></td>
</tr>
</tbody>
</table>
## Number of Native American Native Hawaiian Museum Professional Projects Identified by Project Area, FY2009-FY2011

<table>
<thead>
<tr>
<th>Project Area</th>
<th>Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early Learning</td>
<td>1</td>
</tr>
<tr>
<td>Afterschool/Out-of-School</td>
<td>1</td>
</tr>
<tr>
<td>Learning Tools and Interactives (Information/Media literacy)</td>
<td>10</td>
</tr>
<tr>
<td>Education Support</td>
<td>3</td>
</tr>
<tr>
<td>Collections Care/Preservation</td>
<td>23</td>
</tr>
<tr>
<td>Conservation</td>
<td>7</td>
</tr>
<tr>
<td>Cultural Heritage/Sustainability</td>
<td>48</td>
</tr>
<tr>
<td>Economic/Community Development</td>
<td>9</td>
</tr>
<tr>
<td>Workforce Development/Job Assistance</td>
<td>14</td>
</tr>
<tr>
<td>Environment and Energy</td>
<td>1</td>
</tr>
<tr>
<td>STEM (Science, Technology, Engineering, Math)</td>
<td>1</td>
</tr>
<tr>
<td>Information Infrastructure/Systems/Workflows</td>
<td>7</td>
</tr>
<tr>
<td>Civic/Community Engagement</td>
<td>9</td>
</tr>
<tr>
<td>Global Awareness</td>
<td>2</td>
</tr>
</tbody>
</table>
FY 2013 Budget Request: $1,410,017

Program Description
Launched in FY 2006, the Museum Grants for African American History and Culture (AAHC) program was developed in response to the National Museum of African American History and Culture Act of 2003. The legislation established a Smithsonian museum devoted to the experiences of African Americans and authorized IMLS, in consultation with the Council and Director of the National Museum of African American History and Culture, to administer a grant and scholarship program “with the purpose of improving operations, care of collections, and development of professional management at African American museums” nationwide.

Museum Grants for African American History and Culture enhance institutional capacity and sustainability for African American museums through professional training, technical assistance, internships, outside expertise, and other tools. Funded projects focus on one or more of three goals: (1) developing or strengthening the knowledge, skills, and other expertise of current staff at African American museums; (2) attracting and retaining professionals with the skills needed to strengthen African American museums; and (3) attracting new staff to African American museum practice and providing them with the expertise needed to sustain them in the museum field.
Distribution of African American History and Culture Museum Program Awards by Fiscal Year, FY2006-FY2011

- Smallest Award
  - FY2006: $39,675
  - FY2007: $35,865
  - FY2008: $19,900
  - FY2009: $21,535
  - FY2010: $48,050
  - FY2011: $5,080

- Median Award
  - FY2006: $109,918
  - FY2007: $87,933
  - FY2008: $124,370
  - FY2009: $144,561
  - FY2010: $108,194
  - FY2011: $106,346

- Largest Award
  - FY2006: $150,000
  - FY2007: $150,000
  - FY2008: $150,000
  - FY2009: $150,000
  - FY2010: $150,000
  - FY2011: $150,000

Total Number of African American History and Culture Museum Program Applications and Awards by Fiscal Year, FY2006-FY2011

- Total Applications
  - FY2006: 44
  - FY2007: 41
  - FY2008: 38
  - FY2009: 34
  - FY2010: 33
  - FY2011: 41

- Total Awards
  - FY2006: 8
  - FY2007: 10
  - FY2008: 8
  - FY2009: 11
  - FY2010: 14
  - FY2011: 15

Comparison of Amount Requested to Total Amount Awarded for African American History and Culture Museum Program Grant Programs by Fiscal Year, FY2006-FY2011

- Total Requested
  - FY2006: $0
  - FY2007: $500,000
  - FY2008: $1,000,000
  - FY2009: $1,500,000
  - FY2010: $2,000,000
  - FY2011: $2,500,000

- Total Awarded
  - FY2006: $0
  - FY2007: $0
  - FY2008: $0
  - FY2009: $0
  - FY2010: $0
  - FY2011: $0
Grant Highlights

Kansas African American Museum, Inc., Wichita, KS (2011: $106,346) seeks to sustain and expand its services in schools and with its statewide audience by creating a department of education. The educational director will establish a new literacy-based youth program for at-risk middle and high school students, and will continue the existing museum educational programs targeting senior citizens and elementary school students. A curriculum specialist will be contracted to develop content for the new youth program.

Evansville African American Museum, Evansville, IN (2011: $99,272) will produce a new strategic plan while strengthening its organizational structure and increasing its community impact. The museum will hire a projects director/curator who will serve in a critical role during the strategic planning process and in activities to support the museum as an important resource in serving community needs.

African American Museum in Philadelphia, Philadelphia, PA (2011: $149,287) will create resources for smaller museums through a project that trains future African American museum professionals. The museum’s Fellowship and Seminar Series Program will provide year-long museum fellowships for four African American Studies graduate students.

![Number African American History and Culture Program Identified with a Target Service Population, FY2009-FY2011](image-url)
**Forecast 2013**

The Institute anticipates a continuing demand from this important constituency for grant support in FY 2003. No changes are proposed for the eligibility parameters, which include museums with a primary purpose based in African American life, art, history, and/or culture; museum service organizations with a primary purpose to support African American museums; and historically black colleges and universities (HBCUs).

IMLS plans to host an annual convening of active grantees in this program to share the successes and challenges of their project activities and build networks of support. Past convenings have supported wider awareness of the funding program as well as new insights on grants management and best practices for the field.
FY 2013 Budget Request: $1,885,904

Program Description
In FY 2011 IMLS created an Office of Planning, Research and Evaluation to carry out formal collections of nonpartisan, evidence-based data to inform grant making priorities. One example is new work with Grants to State Libraries, IMLS’s largest grant program, which is engaging library staff in every state and developing new metrics to measure success and inform future resource allocation. Another example is the recently completed independent evaluation of Museums for America, IMLS’s largest museum grant program. Findings from this study have been used to reshape the agency’s museum investments.

The Institute of Museum and Library Service’s Office of Planning, Research and Evaluation (OPRE) supports the agency in its efforts to create strong libraries and museums that connect people to information and ideas. OPRE is organized to execute three key functions: policy research, program evaluation and data collection. OPRE’s functions are detailed in Section 9018 of the general provisions of the IMLS’ authoring legislation, which states that the policy research, analysis, and data collection shall be conducted in 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.

FY 2013 Forecast
The office is currently managing two evaluations of IMLS programs, the Grants to States Program and the Laura Bush 21st Century Librarian Program. In addition the office is overseeing four national data collection efforts: the Public Libraries in the United States Survey, State Library Agency Survey, the Museums Count collections and a national household survey to gauge the use of museums and library services among the American public.
The Lewis Ginter Botanical Garden in Richmond, VA.
FY 2013 Budget Request: $14,504,847

Introduction
This section highlights the FY 2013 administrative request and improvements supporting the Institute’s financial and budget accountability, grants and acquisition management, human resource management, and maintenance of the agency’s information technology infrastructure.

Administrative Costs Overview
Personnel compensation and benefits account for approximately 65% of all administrative expenses, while a significant portion of the remaining 35% is consumed with fixed costs such as rent, building security, required audits, information technology and accounting system requirements, Office of Personnel Management mandates, and required transfers to other government agencies for various E-Gov services.

Additionally, because our primary function is grant-making, another prominent budget item is the annual cost for grant peer review. IMLS receives approximately 1,800 grant applications per year. All applications are processed and reviewed within IMLS and then evaluated by experts who work in libraries, museums and related fields throughout the U.S. Field reviewers have the option of receiving a $200.00 honorarium. IMLS also supports travel costs (and an optional $300.00 honorarium) for in-person panels that are convened in Washington, D.C.

We continue to identify alternative ways of conducting business so that the expenses associated with the essential peer review process are limited, while still maintaining the integrity of our high-quality grant portfolio.

Administrative Highlights and Future Plans
IMLS has a commendable record of achieving the most value from our administrative resources and we strive to carry out our mission in the most impactful and cost-effective manner. We make a conscious effort to limit certain administrative expenses and increase efficiency. Some recent administrative achievements and future planned improvements include:

Travel
In FY 2011 we expanded our electronic capabilities to conduct panel reviews for grant applications, including using Skype and video-teleconferencing instead of in person panel meetings. In addition, in FY 2011, IMLS reduced travel costs by convening annual Grants to States Conference in Baltimore, MD, instead of Washington, D.C. We also reduced the number of State Library Agency conference participants from 2 to 1 in order to obtain additional cost savings.

In FY 2012, we are reducing the number of our mandated National Museum and Library Services Board meetings from three to two.

GSA-Leased Space
In FY 2012, we will begin consolidating nearly 1/3 of our GSA-leased office space. Administrative savings will begin in the second half of FY 2012 and be realized throughout the remainder of the lease (March 2015).
Grants Management
We have expanded our electronic government capabilities and will continue to use improved technology to minimize the burden on applicants and grantees and increase agency efficiency. The IMLS Web site provides access to all grant guidelines, instructions and forms for managing grants. The site provides a useful portal to IMLS-produced planning and evaluation tools, and also links users to publications and online resources.

In an effort to promote greater transparency and accountability, as well as achieve greater efficiencies within grants management, IMLS has signed an MOU with one of the OMB approved GMLoB service providers, the Department of Education (ED), to move our grants management functions to ED’s G5 Grants Management System. We anticipate piloting several grant programs in the G5 system by the end of FY 2013.

Improved IMLS Web site and Content Management System
We have begun to use social media and other citizen-science-model strategies to enhance public participation in the development of agency programs and encourage collaboration. We recently launched an enhanced web site using a content management system that allows the public to learn about agency investments in community institutions and find data and policy briefs associated with a variety of issue areas including early learning, health, workforce, STEM learning, broadband, global awareness, and education support.

In developing its strategic plan, IMLS used IdeaScale, a social media platform, to engage citizen participation. More than 1,400 users participated by voting for their favorite ideas, adding new ideas, and commenting on ideas. And just last month, we launched a blog to continue to engage the public in discussion of library, museum, and information service issues.

Modernized Information Technology
As a result of our telecommunications infrastructure assessment, we will focus on expansion and/or replacement needs for phone, data, equipment, and services. The Department of Homeland Security and OMB’s efforts to consolidate and monitor internet traffic via the Trusted Internet Connection (TIC), validate domain names via Domain Name Services security (DNSSec), and expand agency capacity with Internet Protocol version 6 (IPv6) initiatives have been incorporated into the Office of the Chief Information Officer’s (OCIO) decision making framework for future migrations and upgrades of the agency’s infrastructure. Key components of the framework are based on White House’s 25 Point Implementation Plan to Reform Federal Information Technology Management. We have incorporated recommendations from the plan into our IT strategic planning process, which includes cloud technology, shares services, improved program management, and information technology acquisition.

The agency’s cloud computing initiative remains a prominent undertaking and will allow IMLS to achieve optimal virtualization and utilization while supporting both Continuity of Operations (COOP) and Disaster Recovery (DR) requirements. The agency is downsizing its data center needs and anticipates decreased space requirements in the future. Our ultimate goal is to reduce IT assets and data center space and increase the use of new technology (i.e., lines of business, shared services, cloud computing and virtualization).

Cyber Security
In FY 2011, the Institute initiated the procurement of a security monitoring tool that will allow the IMLS to implement continuous (24/7) network monitoring, alert notification, and enhanced reporting, for all internet traffic and all internal network endpoints.
Administrative Request by Object Class Code

FY 2013, the IMLS request for administrative costs is $14,504,847. Areas supported by this request are summarized below.

Table 3: IMLS History of Administration Costs, FY 2011 – FY 2013 ($ in thousands)

<table>
<thead>
<tr>
<th>Object Class</th>
<th>Description</th>
<th>FY 2011 Actual</th>
<th>FY 2012 Estimate</th>
<th>FY 2013 Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>11000/12000/13000</td>
<td>Personnel Compensation and Benefits</td>
<td>$9,225</td>
<td>$9,100</td>
<td>$9,200</td>
</tr>
<tr>
<td>21000</td>
<td>Travel and Transportation of Persons</td>
<td>875</td>
<td>825</td>
<td>825</td>
</tr>
<tr>
<td>22000</td>
<td>Transportation of Things</td>
<td>25</td>
<td>25</td>
<td>20</td>
</tr>
<tr>
<td>23000</td>
<td>Rental of Space (Rent, Communications and Utilities), Equipment Rental, Telephone Services, Postage</td>
<td>2,250</td>
<td>2,000</td>
<td>1,750</td>
</tr>
<tr>
<td>24000</td>
<td>Printing and Reproduction</td>
<td>55</td>
<td>55</td>
<td>50</td>
</tr>
<tr>
<td>25000</td>
<td>Other Contractual Services</td>
<td>2,285</td>
<td>2,380</td>
<td>2,540</td>
</tr>
<tr>
<td>26000</td>
<td>Supplies and Materials</td>
<td>60</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>31000</td>
<td>Equipment</td>
<td>70</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$14,845</strong></td>
<td><strong>$14,505</strong></td>
<td><strong>$14,505</strong></td>
</tr>
</tbody>
</table>

11000 Personnel Compensation
12000 Personnel Benefits
13000 Benefits for Former Personnel

Amount Requested: $9,200,000

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)). 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 request is less than the FY 2011 actual figures and reflects the proposed federal pay increase of .5% in FY 2013. This funding request will provide for 72 FTE in 2013.

21000 Travel and Transportation of Persons

Amount Requested: $825,000

This object class supports travel for IMLS staff to support the agency mission and mandates, including conference presentations, site visits to oversee grants, outreach activities, consultations with applicants, workshops on IMLS programs, and staff professional development. Funds are provided for regional forums that stimulate sharing of effective practices and expand museum and library collaboration opportunities. This effort allows the Institute to monitor the progress of new programs, provide technical assistance, and build new partnerships.
It also includes transportation costs for the IMLS invitational travelers to conduct panel reviews for the discretionary grant programs. Costs associated with the annual National Medals for Museum and Library Service, the annual state data coordinator’s meeting, and the annual Grants to States training conference are also funded within this object class.

In addition, travel for members of the National Museum and Library Services Board (NMLSB), including its planned two regular meetings is funded in this request. To increase opportunities for the public we serve to attend IMLS board meetings, at least one meeting will be held outside of Washington, D.C., area each year, in conjunction with the national gathering of museum and library professionals. This meeting will improve accessibility of the Board to a broad range of library and museum constituents.

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).

This request is less than the FY 2012 request as we continue to gain efficiencies by increasing our technological expertise around alternative Web-based option of disseminating information to IMLS constituents.

23000 Rent, Communications and Utilities, Rental of Space (Standard Level Usage Charge), Equipment Rental, Telephone Services, Postage
Amount Requested: $1,750,000
This object class includes funding for the Agency’s office space through the General Services Agency (GSA), communication technology services, including data, voice, and cable services; equipment rental; and rental of audiovisual equipment used in presentations at conference sessions and off-site meetings, and postage.

In FY 2013 we will be fully consolidated into a reduced space at our GSA-leased building, lowering the monthly rental space costs.

24000 Printing and Reproduction
Amount Requested: $50,000
This object class funds the composition and printing of program applications and guidelines, research publications, conference proceedings, and Federal Register notices. To help contain costs in this category, we continue to promote and expand the use of our Web site and other various forms of social media. The site provides access program guidelines, grant information, recent awards lists, and a variety of information about IMLS initiatives, activities, and programs. We will continue to expand the electronic dissemination of all public materials 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: $2,540,000
This object class supports a wide range of contractual services that are not covered in any of the preceding categories. Included in this expense category are costs associated with the following:
• 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, building security, and other required government services;
• Information technology support such as the IMLS Help Desk, State Program Reporting system, and 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;
• Honoraria for panelist and field reviewers for grant proposals and applications.

26000 Supplies and Materials
Amount Requested: $60,000
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: $60,000
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.
We intend to maximize the usefulness of existing hardware by upgrading rather than purchasing new equip-
ment 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. This
will enable us to be responsive to and compliant with Administration directives and guidance and with federal
laws, to remain on the cutting edge of technology in delivering services, and to continue being efficient.

Total Administrative Services Request: $14,504,847
Students tour New York’s Brooklyn Museum.
With the new strategic plan, we have established a Performance Improvement Model that provides a clear framework for engaging the public in IMLS program development, monitoring investments to identify lessons learned, and sharing best practices. This process will help IMLS to focus on areas where it can best effect change and measure its results.

Figure 1 draws on the three agency assets and applies them to a performance improvement model that frames the strategic direction of this plan.

**Figure 1: IMLS Performance Improvement Model**

<table>
<thead>
<tr>
<th>Tools</th>
<th>Strategies</th>
<th>Assessment</th>
<th>Dissemination</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Engagement</td>
<td>Identify effective museum and library services through:</td>
<td>Promote best practices in museum and library service</td>
<td>Promote effective intergovernmental and public/private partnerships at the national, state, and local level</td>
<td>Broaden access to museum and library services</td>
</tr>
<tr>
<td>Grant-making</td>
<td>• Promote and support effective practice</td>
<td>• Grants management</td>
<td>• Assess progress on national initiatives</td>
<td>• Improve service delivery to the public</td>
</tr>
<tr>
<td></td>
<td>• Build capacity in targeted areas</td>
<td>• Performance monitoring</td>
<td></td>
<td>• Build stronger communities of practice</td>
</tr>
<tr>
<td></td>
<td>• Invest in innovation and research</td>
<td>• Independent evaluations</td>
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<td>National Initiatives</td>
<td>• Partnerships</td>
<td>• Broaden access to museum and library services</td>
<td>• Produce research reports/briefs</td>
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<td>• Convenings</td>
<td>• Improved service delivery to the public</td>
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<td>Research Program</td>
<td>• Design research in collaboration with stakeholders</td>
<td>• Build stronger communities of practice</td>
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<td>• Administer statistical collections</td>
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This justification requests funding under both the Museum and Library Services Act and the National Museum for African American History and Culture Act.

**The Museum and Library Services Act (MLSA)**

The Museum and Library Services Act of 2010, Public Law 111-340, was signed into law on December 22, 2010. It amended the Museum and Library Services Act, codified at 20 U.S.C. Chapter 72, which provides statutory authorization for most IMLS activities, and reauthorizes appropriations for the agency. The agency's statutory functions include carrying out programs of research and development, data collection, and financial assistance, providing advice to the President and Congress, and coordinating with other federal agencies to extend and improve the availability of museum, library, and information services to meet the essential information, education, research, economic, cultural, and civic needs of the people of the United States.

The MLSA, which was first enacted into law in September 1996, consolidated federal support for libraries and museums and created the Institute of Museum and Library Services. Prior to enactment, library support was administered by the U.S. Department of Education, and museum support was administered by the Institute of Museum Services. In enacting 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 recognized the special role of museums and libraries in promoting the information and educational needs of a democratic society.

With the 2003 reauthorization of the MLSA, Congress established the National Museum and Library Services Board to provide policy advice and inform the full range of activities and programs carried out by the Institute. Congress also enhanced the Institute’s capacity to monitor trends in museum and library services to better serve the nation’s information and learning needs.

The 2010 reauthorization transferred to IMLS responsibility for library data collection (formerly the responsibility of National Center for Education Statistics of the U.S. Department of Education) and resources to carry out the functions of the former National Commission on Libraries and Information Science. The former Commission had been authorized to provide advice to the President and Congress on national and international library and information policies, to appraise and assess the adequacies and deficiencies of library and information resources and services, and to develop overall plans for meeting national library and information needs.

The MLSA includes General Provisions, the Library Services and Technology Act (LSTA), and the Museum Services Act (MSA).

**General Provisions**

The general provisions section of the MLSA, as amended, establishes IMLS, specifies the duties and authority of the agency’s Director, and defines the composition and functions of the National Museum and Library Services Board. It directs the agency to conduct policy research, analysis, and data collection, and to advise the President and Congress on museum, library, and information services. The law recognizes how libraries and museums contribute to a competitive workforce and engaged citizenry. It emphasizes economic and community development, early learning, digital literacy, and the development of essential 21st century skills, including critical thinking and problem solving, communication, collaboration, creativity, and innovation. The general provisions section also specifies the agency’s role in coordinating federal museum, library, and information...
services-related activities and authorizes IMLS to award national medals to recognize museums and libraries that have made significant contributions in service to their communities.

**The Library Services and Technology Act**

Since 1956, the Library Services and Technology Act and its predecessors have been the primary source of federal support for the nation’s libraries.

The LSTA directs IMLS to:

- improve library services to better serve the people of the United States;
- facilitate access to library resources to cultivate an educated and informed citizenry;
- encourage resource sharing to achieve economical and efficient delivery of library service;
- ensure the preservation of knowledge and library collections to enable libraries and enable libraries to serve their communities during disasters; and
- enhance the role of libraries within the information infrastructure of the United States in order to support research, education, and innovation.

The LSTA carries out these functions through a State formula grant program, national leadership awards, and support for Native American tribes and organizations that primarily serve and represent Native Hawaiians. The 2010 reauthorization also codifies the Laura Bush 21st Century Librarian grant program, which is designed to enhance the skills of the current library workforce and recruit future professionals to the field of library and information services.

**The Museum Services Act**

Since 1976, the Museum Services Act has been the primary source of federal support for the nation’s museums.

The MSA directs IMLS to:

- support museums in their public service role of connecting the whole of society to cultural, artistic, historical, natural and scientific heritage;
- help museums work with schools, families, and communities in support of education;
- encourage leadership in technology; and
- help museums achieve the highest standards of collections stewardship and management.

The authority provided in the MLSA is broad and flexible, requiring support for all types of museums -- from art to zoo -- for a wide variety of museum service activities that benefit the public. The MLSA also provides assistance to Native American tribes and organizations that primarily serve and represent Native Hawaiians to support museum services. The 2010 reauthorization emphasizes conservation and emergency response, encourages IMLS to support statewide collaborative activities, and recognizes the changes and opportunities in the museum field brought about by digital technology.

**The National Museum of African American History and Culture Act**
In December 2003, Congress passed and the President signed the National Museum of African American History and Culture Act, Public Law 108-184, which is codified at 20 U.S.C. Section 80r-1. The law calls for the creation of a National Museum for African American History and Culture and directs IMLS, in consultation with the Director and Council of the Museum, to award grants to museums throughout the country that focus primarily on African American history and culture. These grants enhance institutional capacity and sustainability to help ensure that the public has access to and benefits from these culturally and historically significant collections.