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

Fiscal Year 2016 Appropriations Request to the United States Congress

Creating a Nation of Learners

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Introduction: *Creating a Nation of Learners*

Dear Members of Congress:

I am pleased to present this congressional justification of President Obama's Fiscal Year (FY) 2016 budget request in the amount of $237,427,957 for the Institute of Museum and Library Services (IMLS). With its FY 2016 funds, IMLS will focus on the development and expansion of a national digital platform, which will provide digital services to libraries and museums and online access to resources and data to the public. IMLS will also focus on supporting skills-based learning in libraries and museums.

IMLS requests a $9.6 million increase over the FY 2015 enacted level, of which $8.8 million supports a national digital platform, which will be funded through the IMLS National Leadership Grant programs for Libraries ($5.3 million) and Museums ($3.5 million). The agency will focus the additional resources on extending the reach of the Maker Framework throughout the nation and promoting development of new standards for continuing education for library and museum professionals.

IMLS is proud of its contributions to the American people and believes there is a federal responsibility to ensure all Americans have access to the nation's 123,000 libraries and 35,000 museums regardless of geographic, economic, or physical barriers. Museums and libraries, as established community centers with existing infrastructure, computer access, and dedicated staff, connect people to one another and knowledge.

In FY 2012, the most recent year for public library data, there were 9,082 public libraries, with 17,219 branches and bookmobiles serving 96.4 percent of the population. There were 1.5 billion in-person visits to public libraries, equivalent to over 4.1 million visits each day. Public libraries circulated 2.2 billion materials to the public, one-third (35.2 percent) of which were children's materials. There were 92.6 million attendees at public library programs in FY 2012, an 8-year increase of 37.6 percent.

We are living in a time in which the strategic use of resources could not be more important. IMLS's role—providing leadership, funding, data, strategic partnerships, knowledge sharing, and policy analysis—is essential to helping libraries and museums improve their services.

In FY 2016, IMLS will help U.S. libraries and museums:

- provide learning opportunities, training, and education support for people of all ages, including the nation's youngest learners;
- support underserved Americans, including immigrants, job seekers, and people with disabilities, with low literacy skills, or who are economically disadvantaged;
- enhance civic engagement and economic vitality by providing access to government information and services, and serving as places for the exchange of ideas and cultural expression; and
- preserve and manage the nation's collections, both material and living, and expand access to the nation's cultural heritage for current and future generations.

We will place a special emphasis on the following areas:

National Digital Platform for Library and Museum Services

IMLS promotes the use of technology to expand access to the holdings of museums, libraries, and archives. IMLS will increase its support for expanding access by funding the national digital platform and in particular, state and regional service hubs that help libraries, museums, and archives with digital content and services. The work gives more Americans free and electronic access to resources of libraries, archives, and museums.

Skills-Based Learning in Libraries and Museums

Libraries, museums, and archives play essential roles in ensuring access to information for everyone. IMLS will emphasize skills-based learning through programs that support professional and 21st century skills development. IMLS will fund efforts to create a Maker Framework for museums and libraries and identify ways to encourage makerspaces in museums and libraries. IMLS will also support the professional education of librarians and museum professionals.

The American public is well-served by maintaining strong support for libraries and museums, and the 2016 request provides the resources to maintain that support.

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

Respectfully Submitted,

Maura Marx
Acting Director

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

FY 2016 Appropriations Request

Summary of Appropriations Request

The FY 2016 IMLS budget request is $237,427,957. This amount includes $235,947,439 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 $1,480,518 for a grants program authorized by the African American History and Culture Act (AAHCA).

Library Services

IMLS requests $186,563,275 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 $33,596,914 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 $1,480,518 for the grant program authorized by the African American History and Culture Act.

Research, Evaluation, and Data Collection

IMLS requests $1,787,250 to collect data, carry out research, and identify best practices in cooperation with the nation's libraries and museums.

Administration

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

Table 1: IMLS Appropriations History, 2006–2016
(Budget Authority in 000's)

Statutory Authority	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Request
Museum and Library Services Act (MLSA) General Provisions											
Research, Evaluation and Data Collection						1,903	1,886	1,787	1,820	1,820	1,787
Library Services Technology Act (LSTA)											
Grants to States	163,746	163,746	160,885	171,500	172,561	160,032	156,365	150,000	154,848	154,848	154,500
Native American Library Services	3,638	3,638	3,574	3,717	4,000	3,960	3,869	3,667	3,861	3,861	4,063
National Leadership: Libraries	12,375	12,375	12,159	12,437	12,437	12,225	11,946	11,377	12,200	12,200	17,500
Laura Bush 21st Century Librarian	23,760	23,760	23,345	24,525	24,525	12,818	12,524	10,000	10,000	10,000	10,500
SUBTOTAL, LSTA	**203,519**	**203,519**	**199,963**	**212,179**	**213,523**	**189,035**	**184,704**	**175,044**	**180,909**	**180,909**	**186,563**
Museum Services Act (MSA)											
Museums for America	17,152	17,152	16,852	19,176	19,176	18,453	18,030	19,564	20,200	20,200	21,457
Museum Assessment Program	442	442	434	460	460						
21st Century Museum Professionals	982	982	965	1,280	1,280	2,015	1,969				
Conservation Project Support	2,772	2,772	2,724	3,052	3,052	2,675	2,613				
Conservation Assessment Program	807	807	793	803	803						
Native American/Hawaiian Museum Services	911	911	895	945	975	947	926	877	924	924	972
National Leadership: Museums	7,920	7,920	7,782	7,981	7,981	6,050	5,911	7,468	7,600	7,600	11,168
SUBTOTAL, MSA	**30,986**	**30,986**	**30,445**	**33,697**	**33,727**	**30,140**	**29,449**	**27,909**	**28,724**	**28,724**	**33,597**
African American History and Culture Act											
Museum Grants for African American History and Culture	842	842	827	1,310	1,485	1,443	1,410	1,336	1,407	1,407	1,481
Agency Wide											
Administration	11,797	11,858	13,987	16,917	17,134	14,845	14,505	13,745	14,000	15,000	14,000
TOTAL, IMLS PROGRAMS AND ADMINISTRATION	**247,144**	**247,205**	**245,222**	**264,103**	**265,869**	**237,393**	**231,954**	**219,821**	**226,860**	**227,860**	**237,428**
Congressional Earmarks			18,285	10,737	16,382						
TOTAL	**247,144**	**247,205**	**263,507**	**274,840**	**282,251**	**237,393**	**231,954**	**219,821**	**226,860**	**227,860**	**237,428**

IMLS Vision and Goals

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

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

Vision

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

Mission

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

Strategic Goals

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

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

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

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

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

Highlights of FY 2016 Budget Request

This section identifies the key investment areas in FY 2016, which align with agency and stakeholder-identified goals and with high priority areas of national interest. IMLS is proposing expansion and further development of a national digital platform through an investment of $11.8 million, including $8.8 million in federal resources and $3 million in private funding.

Strategic Focus: National Digital Platform for Library and Museum Services

IMLS will expand its support for the creation of a national digital platform by funding state and/or regional service hubs serving libraries, museums, and archives, supporting development of innovative open source tools that support discovery, inquiry and research of digital collections and data, data curation practices, and museum and library workforce training.

The national digital platform helps museums and libraries share their material resources electronically with other institutions, researchers, and most importantly, the public. Since 2011, several private and federal funders including the National Endowment for the Humanities, the Alfred P. Sloan Foundation, the John S. and James L. Knight Foundation, the Andrew W. Mellon Foundation, the Arcadia Fund, the Bill and Melinda Gates Foundation, and the Mrs. Giles Whiting Foundation. IMLS has supported the creation of a national digital platform by investment in state or regional Digital Public Library of America (DPLA) Hubs. Today, 12 hubs serve 16 states. These hubs provide technical assistance to cultural institutions in their state or region. These services include data curation, data storage, metadata assistance, data aggregation and digitization of analog collections, and training. DPLA is a meta-aggregator that gathers data from all participating hubs and then makes it available to the public through search engines or applications.

Many states are already part of DPLA, with academic libraries often hosting DPLA Hubs. A national digital platform must extend to every state in the country. Additionally, it must provide access to contemporary content (like e-books), content of use and interest to educators and schools, and a wide range of expanded data curation and stewardship services.

State Library Administrative Agencies (SLAAs), funded through the Grants to States program, have identified in their approved five-year plans core services such as access to e-books, content for the blind and print handicapped, data curation services, and long-term preservation-level digital storage as important and growing needs.

Phase One

Working with DPLA, IMLS would launch a competition to identify up to five states with the best plans for launching digital service hubs in their own states. The competition would not be limited to SLAAs, but they would be encouraged to apply. Key considerations would include applicant plans to work with the SLAA and other stakeholders including academic university partners, museums, and archives.

The same competition would identify up to two organizations capable of delivering hub services to states or regions that cannot support a standalone service hub. One such provider, the Mountain West Digital Library, already exists, and offers digital services to institutions in Utah, Montana, Arizona, Nevada, Idaho, and Alaska.

This effort would leverage existing library networks and encourage other networks to develop at a state and regional level.

The first state hubs were started by institutions with significant experience in managing digital operations and infrastructure. They cost an average of $250,000 per year for very basic operations, but in cases where infrastructure for digitization and digital storage already existed. Most of these "mature" state service hubs are now part of DPLA's national digital platform.

The next layer of states have little or no existing shareable digital infrastructure, so costs would be considerably higher. The competition would fund start-up digitization facilities, create and staff digital preservation capabilities, data management and curation, and metadata services. Each successful application would require an estimated $1.5 million for each new service hub.

National Digital Platform Proposed Funding Allocation

Category	Allocation	Purposes	Results
At Requested Level	$11.8M total: $3M private, $5.3M in National Leadership Grants – Libraries, $3.5M in National Leadership Grants – Museums	Help museums and libraries share their material resources electronically with other institutions, researchers, and the public.	Support full project scope and provide initial buy-in of partners. Use DPLA as partner to leverage expertise in building/hosting national digital platform. Increase state/regional presence of hubs by 40% for greater access to digital services and public benefits. Use existing resources to support museum/archive participation, for greater access to digital services and public benefit.

Strategic Focus: Skills-Based Learning in Libraries and Museums

IMLS supports many activities that promote the development of 21st century skills for the public and professional development for museum and library staff.

Maker Framework and Related Activities

In FY 2014, IMLS funded the Children's Museum of Pittsburgh to develop a Maker Framework so that other institutions can learn from early adopters. IMLS is identifying private and nonprofit partners to build on the federal investment in makerspaces. In order to extend the maker movement into rural and small libraries and museums, IMLS plans to hold a national competition in 2016 that would fund several $5,000 - $15,000 (up to $250,000 total) maker installations at rural and small institutions.

Coalition to Advance Learning in Archives, Libraries and Museums

In FY 2016, IMLS will support additional professional development for librarians and museum professionals. As librarians and museum providers move from providers of information or curators of content to helping

people learn, they need new types of training. The "Coalition to Advance Learning in Archives, Libraries and Museums" is developing new standards for continuing education, in particular for skills-based learning. IMLS will use these standards to fund grantees that propose ways to create innovative training or develop specific training modules.

Skills-Based Learning Funding Allocation

Category	Allocation	Purposes	Results
At Requested Level	$500,000	Continue Maker Framework investment	Share best practices in library and museum maker activities. Identify private partners to expand makerspaces in museums and libraries.
	$300,000	Continue Coalition to Advance Learning in Archives, Libraries and Museums	Support continued sharing of best practices and leverage ongoing investments. Identify private partners to invest in national training network.

Ongoing Strategic Initiatives

Heritage Health Information Survey
In FY 2015, IMLS will release the Heritage Health Information Survey. The original survey, conducted nearly 10 years ago, was the first comprehensive study to assess the condition of U.S. collections. The second survey has been expanded to include digital preservation and how it can reduce the damage caused by handling of paper, photograph, and audiovisual originals. In FY 2016, IMLS is continuing its investment in exemplary stewardship of museum and library collections and promoting the use of technology in discovering knowledge and cultural heritage. The care and management of the nation's collections, both material and living, is necessary to expand and sustain access for current and future generations.

Early Learning
Libraries and museums have a long history of serving young children. These community anchor institutions form a well-established informal learning network and are fundamental to early learning. In FY 2014, IMLS funded $4.2 million in discretionary grants for early learning programming in libraries and museums, $4.3 million in 2013 and $2.5 million in FY 2012. IMLS plans to maintain these funding levels in FY 2015 and 2016. IMLS continues to work closely with the national Campaign for Grade Level Reading. IMLS also works with the BUILD Initiative, a state-based early learning technical assistance network, to strengthen local partnerships between libraries, museums, and early learning systems. IMLS continues to support Museums for All, a program that enables low-income families to visit participating museums for a minimal fee.

STEM Education and Makerspaces
IMLS has helped libraries and museums to deliver 21st century skills. IMLS funded $23 million in 140 STEM-related projects in FY 2013-2014. Activities focused on STEM learning for at-risk youth remain a priority for FY 2015 discretionary funding. In FY 2015, in partnership with the Children's Museum of Pittsburgh,

IMLS will launch a freely accessible toolkit for all museums and libraries to use to create makerspaces and programs. In both FY 2015 and FY 2016, the agency plans to maintain these funding levels. IMLS and the National Writing Project support the Learning Labs Community of Practice, a community of educators committed to adapting, extending, and contributing to the curricula, program models, digital tools, and other prototypes tested/developed in YOUmedia/Learning Labs, a collaboration of IMLS and the MacArthur Foundation.

Building Digital Success
In FY 2016, IMLS will continue to encourage broadband adoption and digital literacy training, focusing on workforce development. More than 60 million people lack access to broadband, and many more lack basic digital literacy. While cost is a major barrier to adoption, research tells us that it is not the only barrier. The ability to use a computer and to find relevant services is also important. Digital literacy training programs are in high demand and libraries are the de facto digital literacy training corps in the United States. High-speed broadband connectivity is a critical utility for an educated and successful workforce. The agency plans to invest up to $1M in digital literacy training programs in FY 2016.

Federal Partnerships

IMLS has a history of effective partnerships with other federal agencies and helping those agencies reach the American public, especially those who do not have internet access at home or those without the skills to obtain that information on their own.

IMLS has signed Memoranda of Understanding with several agencies, including: United States Citizenship and Immigration Service; Consumer Financial Protection Bureau; Federal Communications Commission; Department of Labor: Employment and Training Administration; Department of Health and Human Services (HHS); Centers for Medicare and Medicaid; Health Services and Resources Administration; and Department of Education: Office of Career, Technical, and Adult Education.

Research, Evaluation, and Data Collection
FY 2016 Budget Request: $1,787,250

IMLS requests $1,787,250 to collect data, carry out research, and identify best practices in cooperation with the nation's libraries and museums. The Museum and Library Service Act authorizes the Director of IMLS to annually conduct policy research, analysis, and data collection with ongoing collaboration (as determined appropriate by the Director), and in consultation, with (1) state library administrative agencies; (2) national, state, and regional library and museum organizations; (3) other relevant agencies and organizations.

Data Release Highlights:
Public Library Survey (PLS): The Public Library Survey provides data from the nation's 9,082 public libraries and 17,219 public library outlets. The PLS provides a universe base file for many library surveys, such as the Public Library Funding and Technology Access Study, the Digital Inclusion Survey, and the U.S. Impact Study, which was funded by IMLS and the Gates Foundation. The data is also used by agencies developing new programs and services to meet local needs. The Employment and Training Administration uses the data in its American Job Center Locator Service website and the Connect to Compete digital training

locater tool. The Department of Housing and Urban Development has included PLS data in their Performance Based Planning Measures. Most recently, the Federal Communications Commission has used the Public Library Survey to assess proposed rule changes to urban and rural designation in the E-Rate Modernization order.

Museum Universe Data File (MUDF): IMLS has also released a list of U.S. museum organizations, which contains information about over 35,000 museums including aquariums, arboretums, botanical gardens, art museums, children's museums, general museums, historic houses and sites, history museums, nature centers, natural history and anthropology museums, planetariums, science and technology centers, specialized muse-ums, and zoological parks. The data in this file are collected and aggregated from a variety of sources including IMLS administrative data and records, Internal Revenue Service non-profit data (e.g., 990, 990-EZ, 990-N), grantee lists from private foundations, and data obtained from third party commercial vendors. This is an important achievement for the agency and the museum sector, as it provides one of the most comprehensive listings of museum organizations to date. The agency has committed to update and release new versions of the file every six months.

Administrative Discretionary Grant Data (ADGD): IMLS released a dataset of administrative records of IMLS discretionary grant recipients since its creation in 1996. The data, which includes the name of the grantee institutions, project descriptions, award amount, performance period, matching funds, and geographic informa-tion, is available in a variety of file formats and has clear data documentation to help analysts access and use the data.

State Library Administrative Agency (SLAA) Survey: The SLAA survey provides descriptive information about state library agencies across the 50 states and the District of Columbia such as governance structure, col-lections, staffing, income and expenditures, and services to other libraries in the state. The data is used by Chief Officers of State Library Agencies (COSLA), federal and state policymakers, and researchers to examine changes in the nature of services and capacity for these Organizations.

In addition, the agency has developed new tools for accessing and visualizing data for the Administration's Open Government Priority. The agency has made all of its data available on DATA.GOV, has issued data chal-lenges for the last two National Day of Civic Hacking events, and has recently launched its open data portal that provides an easy user interface to administrative and statistical data as well as Application Programming Interfaces (API) for every data set. Analysts in the IMLS Office of Planning, Research, and Evaluation have also provided research technical assistance to Data Coordinators at SLAAs and to staff of the Office of Strategic Planning and Policy Analysis of the Federal Communications Commission.
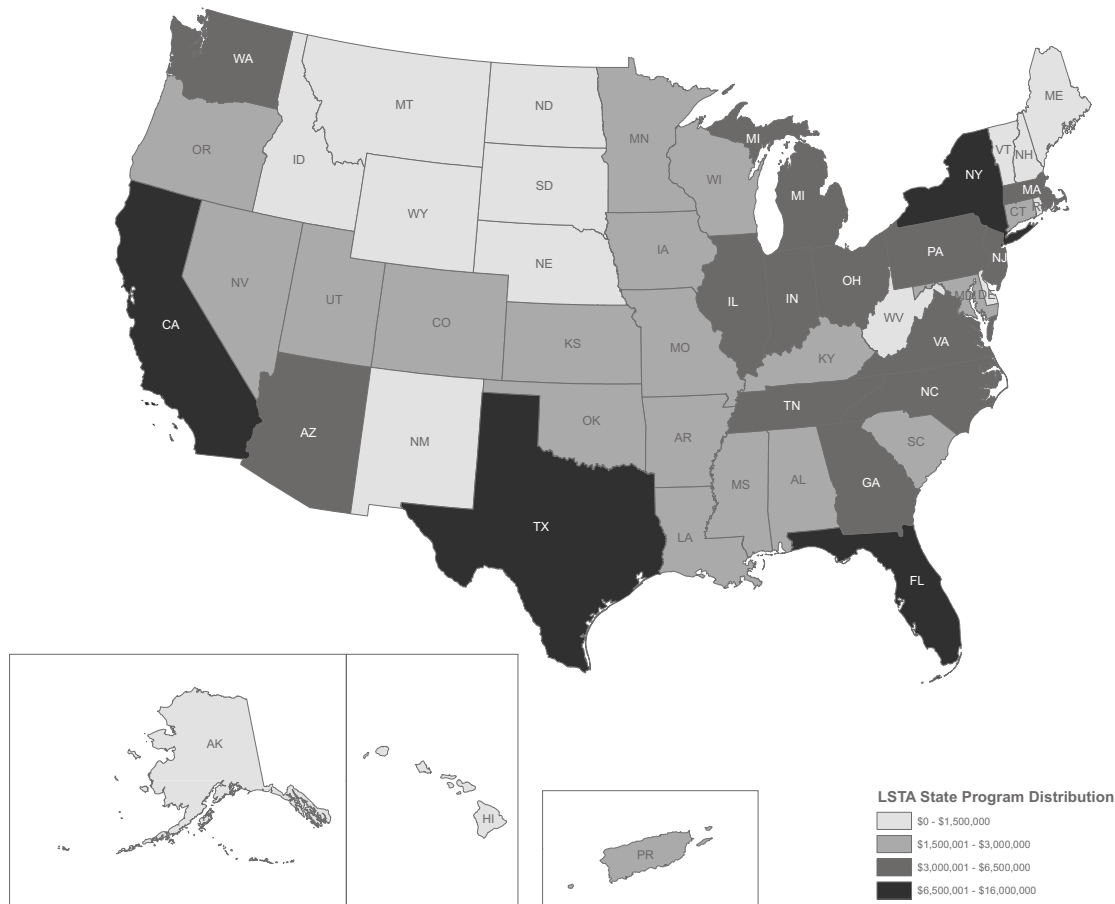
Program Descriptions

FY 2014 Library Grants to States Distribution

Note: American Samoa, Northern Marianas, Guam, and the U.S. Virgin Islands also received funds but are not displayed. Source: Institute of Museum and Library Services, 2014

LSTA State Program Distribution
- $0 - $1,500,000
- $1,500,001 - $3,000,000
- $3,000,001 - $6,500,000
- $6,500,001 - $16,000,000

FY 2014 Budget Request: $154,500,000

The Grants to States program reaches the largest number of citizens by providing funds to state library administrative agencies (SLAAs)

Awards Based upon State Plan and Population-Based Formula

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

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

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

Planning and Reporting

Each state must develop a five-year plan outlining their major goals for the five-year grant cycle. Every state is required to submit annual reports, as well as a cumulative evaluation report at the end of each five-year grant cycle.

Five-year plans, submitted in December 2012, cover activities from FY 2013 through FY 2017. Significant program priorities outlined in the plans include the following:

STEM, Makerspaces, Learning Labs

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

Literacy Programs

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

Technical Infrastructure / Broadband Support

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

Workforce Development

Half of the states have identified workforce and small business development as a primary community need.

States use federal funds to support job centers and programs, develop resume-building and interview skills in library customers, and acquire business databases for market research.

Civic Engagement

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

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

Program Evaluation

Since FY 2013, SLAAs reported on the results of programs and services delivered through the Grants to States program using IMLS's "Measuring Success" initiative.

Table 2: State Allotments for FY 2011–2016

State	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Request
AL	$2,567,650	$2,501,154	$2,416,705	$2,499,013	$2,476,238	$2,462,548
AK	$960,008	$952,947	$941,340	$955,925	$952,890	$950,810
AZ	$3,324,148	$3,250,835	$3,024,120	$3,152,086	$3,173,382	$3,154,379
AR	$1,838,337	$1,800,586	$1,742,394	$1,792,501	$1,778,761	$1,770,387
CA	$15,497,372	$15,029,503	$14,309,664	$15,030,377	$15,052,678	$14,943,139
CO	$2,694,346	$2,641,949	$2,530,270	$2,636,913	$2,663,845	$2,648,725
CT	$2,090,429	$2,038,047	$1,974,810	$2,034,387	$2,012,231	$2,002,077
DE	$1,034,832	$1,023,258	$1,008,026	$1,025,955	$1,026,557	$1,023,916
FL	$8,111,592	$7,871,982	$7,571,343	$7,967,170	$8,048,596	$7,992,437
GA	$4,620,382	$4,495,213	$4,229,250	$4,422,103	$4,420,116	$4,391,611
HI	$1,199,217	$1,159,084	$1,177,141	$1,205,222	$1,205,813	$1,201,805
ID	$1,299,688	$1,280,599	$1,253,142	$1,281,957	$1,285,415	$1,280,801
IL	$5,766,746	$5,664,245	$5,333,615	$5,536,935	$5,451,043	$5,414,681
IN	$3,254,929	$3,161,761	$3,036,565	$3,146,080	$3,123,514	$3,104,892
IA	$1,885,804	$1,844,037	$1,787,353	$1,839,676	$1,830,898	$1,822,127
KS	$1,809,993	$1,773,974	$1,718,260	$1,768,651	$1,755,667	$1,747,469
KY	$2,409,463	$2,350,899	$2,259,990	$2,332,425	$2,314,771	$2,302,312
LA	$2,480,805	$2,424,055	$2,334,293	$2,415,973	$2,117,896	$2,389,142
ME	$1,208,487	$1,185,547	$1,160,282	$1,181,411	$1,172,672	$1,168,917
MD	$2,964,835	$2,889,137	$2,787,551	$2,899,835	$2,893,697	$2,876,826
MA	$3,323,269	$3,233,374	$3,062,100	$3,114,756	$3,178,539	$3,159,497
MI	$4,676,712	$4,504,022	$4,251,300	$4,328,074	$4,350,678	$4,322,702
MN	$2,791,145	$2,717,086	$2,612,740	$2,709,174	$2,701,369	$2,685,964
MS	$1,863,411	$1,819,928	$1,757,051	$1,806,004	$1,789,025	$1,780,573
MO	$3,080,330	$2,994,821	$2,853,508	$2,951,676	$2,925,990	$2,908,872
MT	$1,070,859	$1,057,408	$1,040,956	$1,059,170	$1,059,140	$1,056,250
NE	$1,400,237	$1,377,353	$1,346,312	$1,299,115	$1,376,920	$1,371,609
NV	$1,632,613	$1,702,212	$1,664,773	$1,720,752	$1,731,619	$1,723,605
NH	$1,211,002	$1,189,626	$1,156,668	$1,178,215	$1,171,459	$1,167,714
NJ	$4,170,801	$4,042,569	$3,869,793	$4,023,991	$3,990,753	$3,965,521
NM	$1,485,647	$1,463,144	$1,432,947	$1,466,728	$1,452,508	$1,446,621
NY	$8,513,873	$8,146,018	$7,718,754	$7,632,818	$7,929,546	$7,938,377

Table 2: State Allotments for FY 2011–2016 (continued)

State	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Request
NC	$4,160,471	$4,322,143	$4,171,823	$4,173,865	$4,363,304	$4,335,232
ND	$939,310	$931,737	$927,315	$943,921	$953,909	$951,821
OH	$5,307,272	$5,120,439	$4,854,737	$5,034,831	$4,974,547	$4,941,817
OK	$2,158,082	$2,114,098	$2,051,036	$2,119,065	$2,116,453	$2,105,506
OR	$2,213,648	$2,164,574	$2,080,092	$2,150,954	$2,150,600	$2,139,392
PA	$5,633,066	$5,544,252	$5,287,918	$5,494,791	$5,416,459	$5,380,360
RI	$1,102,216	$1,086,948	$1,060,158	$1,076,202	$1,070,842	$1,067,864
SC	$2,508,533	$2,450,059	$2,372,043	$2,461,931	$2,469,980	$2,456,338
SD	$1,005,672	$995,771	$977,994	$994,366	$996,021	$993,613
TN	$3,204,074	$3,120,490	$2,995,498	$3,115,490	$3,105,919	$3,087,430
TX	$10,614,851	$10,388,436	$9,964,148	$10,510,319	$10,665,018	$10,588,919
UT	$1,796,291	$1,769,981	$1,698,728	$1,757,101	$1,770,068	$1,761,761
VT	$929,254	$919,668	$906,522	$916,150	$912,082	$910,314
VA	$3,763,502	$3,741,963	$3,607,790	$3,693,415	$3,764,107	$3,740,602
WA	$3,351,575	$3,277,624	$3,149,790	$3,281,761	$3,295,633	$3,275,698
WV	$1,409,521	$1,382,914	$1,350,913	$1,379,918	$1,365,372	$1,360,148
WI	$2,946,913	$2,862,663	$2,745,416	$2,840,170	$2,663,262	$2,796,383
WY	$898,190	$890,868	$885,450	$897,440	$896,374	$894,725
DC	$920,394	$915,107	$903,472	$918,531	$924,058	$922,198
Puerto Rico	$2,270,426	$2,140,076	$2,020,366	$2,038,457	$1,928,368	$1,984,330
American Samoa	$86,309	$81,378	$80,076	$80,642	$80,129	$79,976
Northern Marianas	$80,639	$80,748	$79,484	$79,303	$79,389	$79,241
Guam	$131,530	$121,361	$117,625	$120,499	$119,926	$119,469
U.S. Virgin Islands	$104,027	$100,971	$98,477	$99,510	$98,364	$98,072
9131(b)(3)(C) Pool[1]	$257,272	$254,658	$250,113	$254,300	$253,590	$253,029
TOTAL	$160,032,000	$156,365,300	150,000,000	$154,848,000	$154,848,000	$154,500,544

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

FY 2014 Library Discretionary Grant Distribution

Library Grant Applications
- ○ Awarded
- ○ Not Awarded

Library Discretionary Grant Distribution, FY 2014
- $0 - $10,000
- $10,001 - $100,000
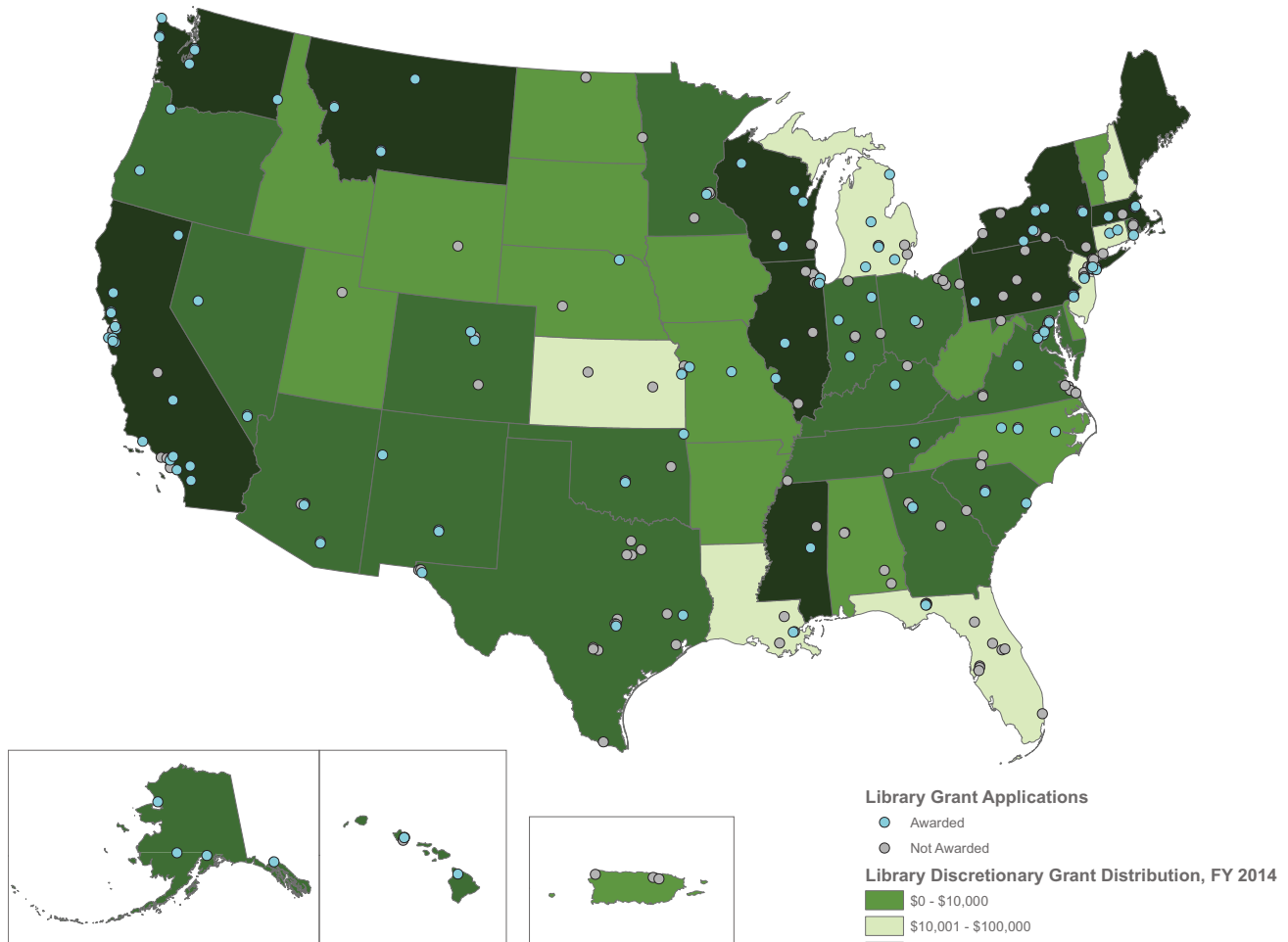
IMLS has three discretionary programs for library services: the Laura Bush 21st Century Librarian Program, National Leadership Grants (which includes funds for Sparks! Ignition Grants) and Native American/Native Hawaiian Library Services.

Laura Bush 21st Century Librarian Program

FY 2016 Budget Request: $10,500,000

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

IMLS is identifying the highest priority needs for library training, emphasizing professional development of the existing library workforce. In FY 2015, IMLS is funding national planning efforts for library and archival continuing education, and in 2016 will fund continuing education curriculum and programs that prepare library and museum professionals to help customers/users develop effective 21st century knowledge.

Number of applications received, amount requested, 2014	98	$26,734,151
Number of grants, and amount awarded, 2014	38	$10,117,529

National Leadership Grants – Libraries

FY 2016 Budget Request: $17,500,000

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

Applications received, amount requested, 2014	167	$15,991,804
Number of grants, and amount awarded, 2014	54	$12,000,000

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

Sparks! Ignition Grants – Libraries

Applications received, amount requested, 2014	68	$1,494,013
Number of grants, and amount awarded, 2014	17	$390,702

Native American/Native Hawaiian Library Services

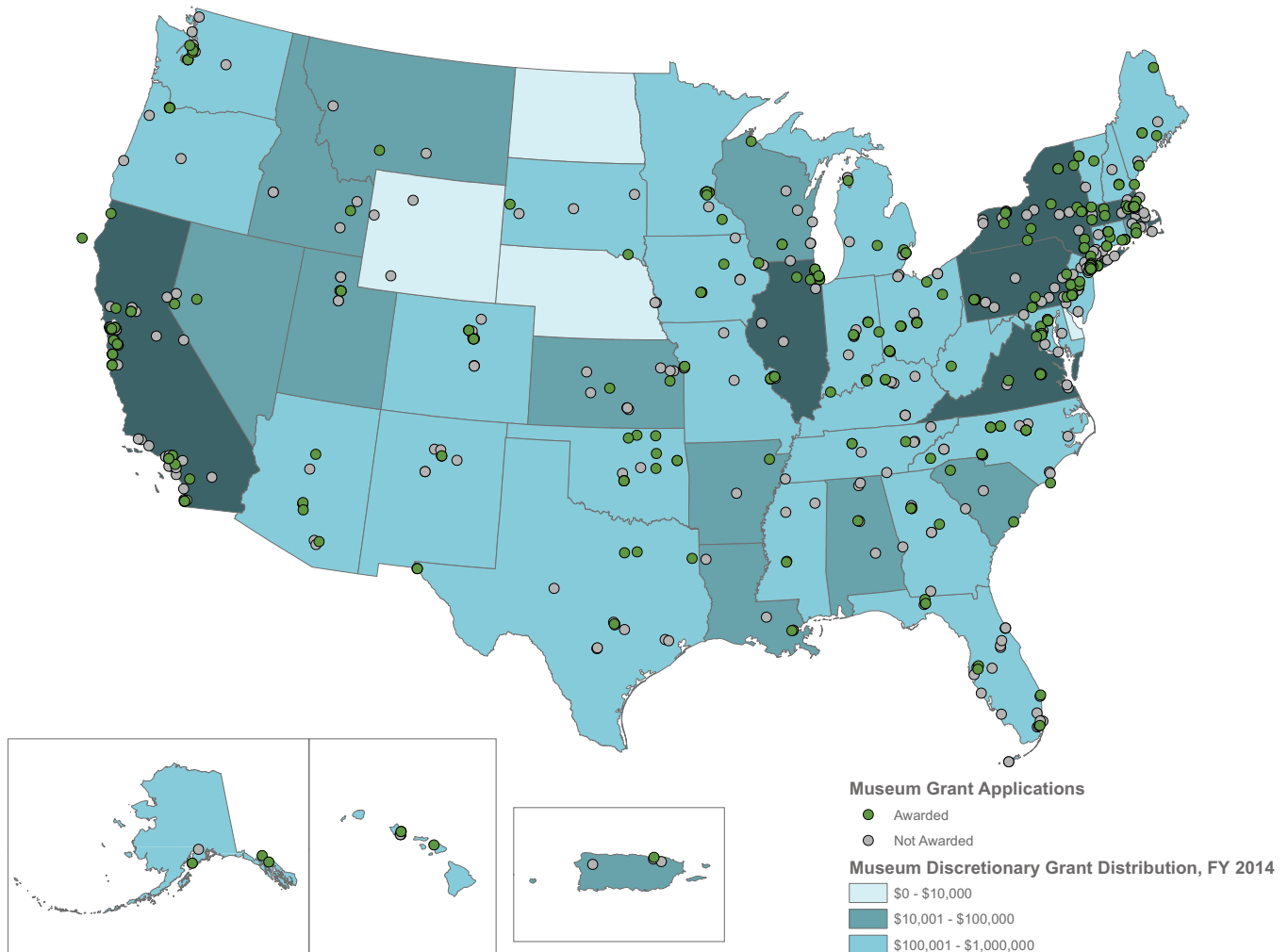FY 2016 Budget Request: $4,063,000

This program helps native communities improve their libraries to meet the educational needs of their populations. The program offers three categories of grants to established libraries or organizations that serve federally-recognized Indian tribes and Native Hawaiians:

- Basic tribal grants to support materials, computers, and connectivity (non-competitive)
- Tribal enhancement grants to expand partnerships for learning and access (competitive)
- Native Hawaiian grants to enhance existing or support new services

Basic grants awarded, and amount awarded, 2014	219	$1,652,000
Enhancement applications received, amount requested, 2014	25	$3,747,768
Enhancement grants awarded, and amount awarded, 2014	14	$1,710,987
Native Hawaiian applications received, amount requested, 2014	5	$1,217,384
Native Hawaiian grants awarded, and amount awarded, 2014	3	$551,569

FY 2014 Museum Discretionary Grant Distribution

Museum Grant Applications
- (green) Awarded
- (grey) Not Awarded

Museum Discretionary Grant Distribution, FY 2014
- $0 - $10,000
- $10,001 - $100,000
- $100,001 - $1,000,000

There are four discretionary programs for museum services: Museums for America, National Leadership Grants for Museums (which includes funds for Sparks! Ignition Grants for Museums), Native American/Native Hawaiian Museum Services, and Museum Grants for African American History and Culture.

Museums for America

FY 2016 Budget Request: $21,456,775

Museums for America grants are available to museums of all kinds and sizes, providing diverse populations enriching and educational exhibits, school services, public programs, and lifelong learning experiences. Museums for America grants assist museums in achieving institutional goals and objectives in order to better serve their communities. In FY 2016, IMLS will award grants ranging from $5,000-$150,000. Applicants requesting $25,000 or less will not be required to include cost share. These "no match" awards have proven to be effective in reaching small museums throughout the nation. The increase of $1.3 million over the 2015 enacted level would support a 6 percent increase in the number of awards (from 196 in 2015 to 208 in 2016) and expand access to the "no match" opportunity for small museums.

| Applications received 2014 | 554 | $56,573,569 |
| Number of grants, and amount awarded, 2014 | 196 | $20,405,211 |

National Leadership Grants for Museums

FY 2016 Budget Request: $11,168,167

National Leadership Grants for Museums provide funding for projects that improve and advance professional practices for the nation's 35,000 museums. Grants support research, professional development, models, and new tools that can be widely used throughout the field. The increase of $3.6 million over the 2015 level would increase the number of museums with access to digital services provided by regional hubs in a national digital platform.

| Applications received, amount requested, 2014 | 71 | $23,325,249 |
| Number of grants, and amount awarded, 2014 | 16 | $5,446,451 |

Sparks! Ignition Grants for Museums

The Sparks! Ignition Grants for Museums program are small grants that encourage museums to prototype and evaluate specific innovations in their current practice.

| Number of applications received, amount requested, 2014 | 29 | $703,669 |
| Number of grants, and amount awarded, 2014 | 5 | $117,728 |

Native American/Native Hawaiian Museum Services

FY 2016 Budget Request: $971,972

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

| Number of applications received, amount requested, 2014 | 31 | $1,439,901 |
| Number of grants, and amount awarded, 2014 | 20 | $925,374 |

Museum Grants for African American History and Culture

FY 2016 Budget Request: $1,480,518

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

| Number of applications received, amount requested, 2014 | 32 | $3,935,360 |
| Number of grants, and amount awarded, 2014 | 12 | $1,407,000 |

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IMLS Administration

FY 2016 Budget Request: $14,000,000

Introduction

This section highlights the FY 2016 administrative funding request for the IMLS's human capital management, financial and budget accountability, grants and acquisition management, maintenance of the agency's information technology infrastructure, including the IMLS website and social media outlets, and general agency operations. IMLS remains committed to effective stewardship of administrative dollars with this request.

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. The IMLS blog continues to be a source of "what works" in libraries and museums and amplifies the impact of individual grants. Recently, IMLS created a Facebook page and encouraged its 33 National Medals Finalists to ask the public to share stories on the IMLS website.

Human Capital Management

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

Federal salaries and benefits account for approximately 67 percent of the IMLS administrative budget request, currently covering 69 full-time employees. For FY 2016, IMLS is requesting **four** additional full-time federal employees for the Office of the Chief Information Officer (OCIO), who would replace the current IT Helpdesk support contract. IMLS carefully compared the costs and benefits of its current IT contract with additional FTE and found that it could improve the services to its employees, outside partners, and grant applicants with relatively low cost by using four in-house personnel rather than the IT contract.

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

Financial and Budget Accountability

IMLS anticipates continuing its successful partnership with the Federal Aviation Administration (FAA)'s Enterprise Services Center (ESC) for its accounting and financial reporting requirements. Partnering with one of the federal Financial Management Lines of Business (FMLOB) Centers of Excellence has significant benefits, including reducing overhead costs and the need for additional full-time employees under the Office

of the Chief Financial Officer. IMLS also expects to move to an automated payments module within the ESC soon, which will improve efficiency and increase monitoring capabilities for financial assistance to grantees and vendors. In addition, there will be a significant reduction of paper use and file space as a result of this new process.

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

Grants and Acquisitions Management

IMLS is continuing its partnership with the National Endowment for the Humanities (NEH), the National Endowment for the Arts (NEA), and the National Archives for the deployment of NEH's new Electronic Grants Management System (eGMS), currently under development. IMLS will become a fully integrated partner in FY 2015. The agency anticipates going "live" with the system in FY 2017, which would allow the full FY 2017 grant cycle to run through eGMS for all grant programs.

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

Information Technology

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

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

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

The agency will also be using assessment results to look at a unified communications solution for the agency, giving IMLS the ability to take advantage of digital technology that is stable and currently more cost effective. The unified solution will provide access to VoIP technologies, which will reduce the cost of telephone opera-

tions, allowing staff to telework more easily, and to integrate e-mail and telephone systems to enhance and simplify communications.

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

Fixed costs in this area include telecommunications, software licenses and maintenance, equipment, helpdesk support, and FISMA audit requirements.

General Operations

The agency anticipates its relocation from 1800 M Street will be completed in the first half of FY 2016. Fixed costs in this area include GSA office space rent, federal protective services with the Department of Homeland Security, employee training and travel, and general maintenance and supplies necessary to operate a Federal agency.

Communications and Government Affairs

In accordance with the President's May 23, 2012 Memorandum, *Building a 21st Century Digital Government,* IMLS continues to develop its digital services and use emerging technologies to serve the public as effectively as possible. IMLS is redesigning its website, the primary means by which the public obtains information about the agency. This redesign will include: establishing strong governance, ensuring information quality, using approved domains, publishing content in open formats, making content searchable, using analytics to improve customer experience, ensuring access to mandatory content, ensuring use of plain writing, transitioning to Internet Protocol Version 6, implementing security controls, protecting privacy, maintaining access for people with disabilities or limited English proficiency, managing records, and optimizing for mobile use.

In FY 2016, the Office of Communications and Government Affairs (OCGA) will continue to support the agency's strategic plan by disseminating accurate and timely information and providing opportunities to engage the public in IMLS grant-making, research, partnerships, and policy activities. The Office organizes the National Medal for Museum and Library Service, an annual celebration of the community service role of libraries and museums. OCGA operates the agency's website, media relations, and twitter feed; as well as essential digital and print publications such as the UpNext blog (7,000 subscribers), the monthly newsletter, Primary Source (17,000 subscribers), and the agency's annual report. It supports special initiatives such as the *Let's Move! Museums & Gardens* effort and IMLS Focus, a three-city tour that engages more than 1,000 members of the public in discussions about library priorities and key strategies.

Budget Addenda – Full Time Employee Request

In FY 2016, IMLS is requesting four additional full-time employees (FTEs) to permanently replace our current IT Helpdesk support contract. The strategic, tactical, and operational needs of this office have expanded beyond the current organizational structure and workforce talent held under contract. In order to meet the new and ongoing federal requirements in this area, we believe the agency and its constituents will be better served

with full-time IMLS employees. Additionally, the agency has four major internal IT initiatives currently ongoing or planned (a new Grants to States Program Reporting tool, eGMS, moving to Cloud computing, and a complete redesign of the website) where specific ongoing IT expertise is needed. The OCIO remains committed to delivering innovative, cost effective, and secure IT solutions that support IMLS staff, grant programs, and agency initiatives.

Administrative Request by Object Class Code

In FY 2016, the IMLS request for administrative costs is $14,000,000. Areas supported by this request are summarized below.

Table 3: IMLS History of Administration Costs: FY 2014 – FY 2016
($ in thousands)

Object Class	Description	FY 2014	FY 2015 Expected	FY 2016 Request
11000/12000/13000	Personnel Compensation and Benefits	$9,000	$9,000	$9,400
21000	Travel and Transportation of Persons	700	700	700
22000	Transportation of Things	20	20	20
23000	Rental of Space (Rent, Communications and Utilities), Equipment Rental, Telephone Services, Postage	1,550	1,550	1,250
24000	Printing and Reproduction	40	40	40
25000	Other Contractual Services	2,540	3,540	2,400
26000	Supplies and Materials	50	50	50
31000	Equipment	100	100	140
Total		**$14,000**	**$15,000**	**$14,000**

11000 Personnel Compensation
12000 Personnel Benefits
13000 Benefits for Former Personnel
Amount Requested: $9,400,000
These object classes fund the salaries and benefits of all employees, including full-time, part-time, temporary, and intermittent appointments (for example, the National Museum and Library Services Board (NMLSB), and consultants. To minimize personnel costs, the salary for the NMLSB will remain at $100/day. The personnel benefits provide estimated contributions toward employees' retirement, health, and life insurance plans, as well as costs for unemployment benefits and injuries sustained in the workplace. Additionally, costs associated with public transportation subsidies afforded to the agency's employees are included in this category. This funding request will provide for 73 FTE in 2016.

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

Since FY 2010, IMLS has reduced funds allocated to travel and transportation by over $300,000. The savings have been directed towards IMLS grant programs, as well as improving the transparency of and accountability for federal spending, using more robust tracking and analytical tools that are becoming available to federal agencies.

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

23000 Rent, Communications and Utilities, Rental of Space (Standard Level Usage Charge), Equipment Rental, Telephone Services, Postage
Amount Requested: $1,250,000
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; rental of audiovisual equipment used in presentations at conference sessions and off-site meetings; and postage.

IMLS is scheduled to move into 27,714 rentable square feet.

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

25000 Other Contractual Services
Amount Requested: $2,400,000
This object class supports a wide range of contractual services that are not covered in any of the preceding categories. The increase requested will support anticipated agency move expenses which may include renovation costs. Also, included in this expense category are costs for
- the support, maintenance, and improvement of information technology systems, including cybersecurity 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; and

• honoraria for panelist and field reviewers for grant proposals and applications.

26000 Supplies and Materials
Amount Requested: $50,000
This object class funds only the essential office supplies needed in carrying out the business of IMLS. IMLS continues to be a partner in the GSA SmartPay2 charge card program, receiving discounts and thereby holding these expenses to a minimum. Additional supplies and materials will be necessary to fit the new office space in 2016.

31000 Equipment
Amount Requested: $140,000
This object class supports all equipment, furniture, and office machines having a useful life in excess of one year, such as chairs, desks, file cabinets, IT equipment, and printers. It also includes routine upgrades to local area network hardware and software in order to accommodate upgrades in database management and financial data. The majority of anticipated equipment expenditures will be for technology renewal of office automation equipment, systems software, and furniture that would be more expensive to repair than replace.

IMLS will use existing hardware by upgrading rather than purchasing new equipment wherever possible. Rapid changes in technology, however, will make it necessary to purchase some new computer equipment, integration systems software and hardware, and electronic data exchange systems. IMLS will use these funds to follow Administration directives and guidance and federal laws, to become a more mobile workforce, and to remain on the cutting edge of technology in delivering efficient services. The increased request in this category is attributed to the IMLS move in FY 2016, and the purchase of new computer devices.

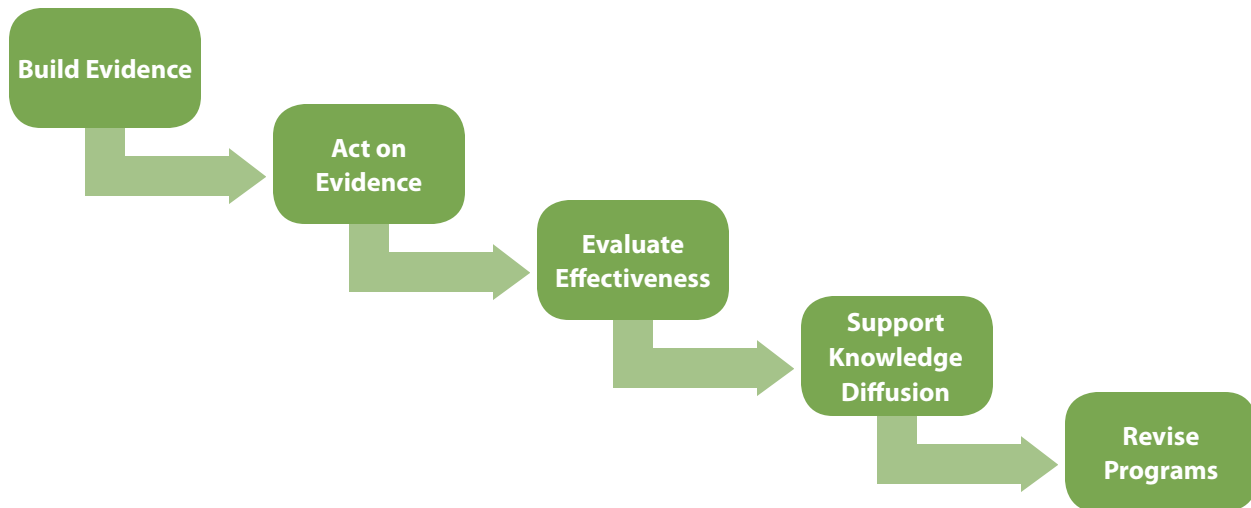**Total Administrative Services Request: $14,000,000**

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FY 2016 Performance Plan

FY 2016 – 2017 Performance Improvement Model

Build Evidence → **Act on Evidence** → **Evaluate Effectiveness** → **Support Knowledge Diffusion** → **Revise Programs**

Step 1: Build Evidence

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

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

Step 2: Act on Evidence

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

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

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

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

Step 3: Evaluate Effectiveness

For many years, IMLS worked to improve evaluation capacity in the field by providing general guidance materials broadly and technical assistance to individual grantees on a project-by-project basis. While many grantees found the technical assistance valuable, the strategy was neither effective at documenting lessons learned for the field nor in building a stronger community of practice for museum or library service evaluation.

The agency has shifted its emphasis from project-level assessment to program-level performance assessment. In FY 2015, the agency will have reached an important milestone by modifying performance reporting requirements for all formula and discretionary grant programs. In the fall of 2015, SLAAs will begin reporting into an entirely new performance reporting system. This important milestone is the culmination of three years of planning and development in partnership with SLAAs. The new Grants to States reporting tool improves project reporting: First, it dramatically alters the reporting structure using a branched, closed-ended survey format, which makes the data easier to report and to process. Secondly, it integrates two separate reports the State Program Report and the Financial Status Report into a single comprehensive report. Third, it greatly expands the performance measures collected by the SLAA and its sub-grantees. It also makes the administrative data available to the public (in a variety of formats), allowing the public and SLAAs to monitor trends and best practices. The work done to transform the Grants to State Program anticipated many of the new performance reporting requirements of the Council on Financial Assistance Reform (COFAR). With this work underway, IMLS staff has shifted their attention to improving performance reporting of discretionary grant programs. In FY 2015, the agency will develop its revised performance reporting forms for all of its discretionary grant programs. The new performance reporting requirements for discretionary grant programs will align grantee performance reporting with goals in the IMLS strategic plan, and restructure interim and final performance reporting formats to facilitate administrative review and information sharing.

Step 4: Support Knowledge Diffusion

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

Performance reporting forms and requirements for both the formula and discretionary grant programs were designed with the explicit intention of sharing the data publicly in both machine-readable data file formats and as narrative project profiles for review by the interested public and library and museum practitioners. IMLS recognizes the need to share the vast amount of information from its grantees in a manner that can be used by scholars and practitioners alike. The agency has released data tables of administrative data and is developing websites with project profiles of effective discretionary and formula grant programs and practices. To improve access to research data IMLS has revised grant guidelines to require that all research grantees include data access plans.

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

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

Since the adoption of the plan, IMLS has refined project plans to align with the agency's broad goals.

Strategic Plan Update

The IMLS Strategic Plan 2012 – 2016 is a living document and provides the framework for the annual performance plan, with activities focused on the five strategic goals. We have included specific plans for high-priority activities in FY 2016.

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 keep informed of relevant events and trends, develop perspective and judgment, gain new knowledge to remain current in their occupations, and continually update their skills. Everyone is welcome at our nation's libraries and museums, giving these institutions the unique capacity to reach the marginalized and underserved.

Through their collections, exhibits, programs (onsite, offsite, and online), and partnerships, these institutions serve as essential and trusted components of the nation's learning ecosystem, providing opportunities for life-long learning. They satisfy critical needs for pre-K, out-of-school, afterschool, summer, and adult learning. IMLS has demonstrated its commitment to supporting accessible programs targeted at underserved communities. We are developing analytical tools and communication platforms to share best practices. We continue to seek out educational partners and to document their success. IMLS supports professional development of the library and museum workforce by analyzing past investments and convening stakeholders to share lessons learned and inform future grant making.

In FY 2016, IMLS will:

- create a framework to provide easily accessible training for library and museum professionals so that they can be successful in supporting skills-based learning experiences, regardless of the specific content area. Skills will include: implementing new methods of interpretation based on research about connected learning, free-choice learning, family learning, and theories of self-efficacy,
- provide a framework to integrate the early learning work of libraries and museums into national and/or statewide early learning networks,
- provide an online community of resources and support for museums and libraries that operate makerspaces and for institutions that are interested in doing so,

- support national efforts to ensure that all Americans are digitally literate and competitive in the 21st century, and
- expand a national program of increased access for underserved audiences—Museums for All—providing free or reduced admission to museums of all kinds for visitors with Electronic Benefit Transfer (EBT) cards.

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. Museums and libraries are community-based organizations that can serve as these anchor institutions. They connect people to information and ideas. They encourage the participation and dialogue that are crucial to creating a sense of place and strengthening the link between individuals and their communities. They are more than just safe places for community gathering; they provide a center for community vitality, a connecting point for community services, and a venue for cultural expression and lifelong learning.

IMLS identifies and leverages innovative services developed in one community and then shares the strategies and approaches with similar service providers in other communities. IMLS uses its targeted federal investments to optimize use of private, state, and local funds; ensure that underserved populations are reached; and provide links to practice, research, and data across agencies working to address community needs.

In FY 2016, IMLS will:

- support ongoing and new relationships with federal partners that will leverage existing national, state and local communication channels to enhance distribution of valuable information and resources created and/or vetted by federal agencies, taking advantage of the trusted status and capacity of libraries,
- develop a community of practice for state museum associations to support capacity-building and networking activities that will support their work in strengthening the ability of museums in every state to deliver effective community services, and
- pilot initiatives to model libraries and museums as leaders in solving community challenges.

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 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. IMLS is helping these institutions to digitize and share their collections and develop new standards and protocols to preserve and provide access to "born digital" data and objects.

IMLS programs help to leverage local dollars and strengthen partnerships to support management, care, and access to collections and to the information, meaning, and content they represent. IMLS has made significant investments through its grant programs, national initiatives, and partnerships to foster best practices in collections management, preservation, and digitization.

These activities include the traditional priorities of its library, museum, and archive constituencies. IMLS is

the primary federal agency providing support for collections care at the local level. This work is critical to the success of museums and libraries, and IMLS has the knowledge to provide this support and assistance. Based on the review of completed projects, the Institute is developing an action plan for collections care training. To support digital and virtual collections, IMLS will focus on evaluating existing activities and encourage more cost-effective and efficient use of technology.

In FY 2016, IMLS will:

- support initiatives like the National Digital Platform that develop a common infrastructure for sharing and providing access to digital content, and
- develop strategies to address the findings of the survey research and analysis (Heritage Health Information Survey 2014) which analyzed the impact of investments made in response to the national assessment of state of collections (2005 Heritage Health Index).

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

In an economy powered by knowledge, libraries and museums ensure equitable access to information, a cornerstone of economic growth and a strong democracy. Technology is changing the ways that people access and use library and museum services.

Through its statistical collection and analysis and research, IMLS identifies barriers to information access and supports the development of methods to overcome them.

In FY 2016, IMLS will:

- coordinate with other federal agencies and provide policy advice to help ensure the availability of museum, library, and information services adequate to meet the essential information, education, research, economic, cultural, and civic needs of the people of the United States,
- inform domestic and international discussions, including those specifically relating to telecommunications, intellectual property, workforce development, and accessibility, to ensure access to essential museum, library, and information services, and
- monitor the ability of all Americans to access a broad range of content through their local public library and facilitate the development of systems to ensure that free access remains available.

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.

IMLS continues its commitment to improve administrative efficiencies and focus on its high-quality stewardship of public funds and outstanding public service.

In FY 2016, IMLS will:

- continue development and implementation of the eGMS grants management system with the National Endowment for the Humanities (NEH) and National Endowment for the Arts (NEA) to streamline the grants cycle from start to finish,

- continue implementation of an agency-wide training plan based on realignment of required competencies and 21st century workplace skills,
- expand the sharing of grant information with the public, including applications, grant performance reporting, and post-award analysis of success in meeting grant objectives,
- continue implementation of the new Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and
- continue to invest in a technological infrastructure that supports the needs of IMLS clients and staff.

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

AUTHORIZING FRAMEWORK

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 authorizes programs through FY 2016. The National Museum for African American History and Culture Act is a permanent authorization.

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

Library Services

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

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

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

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

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

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

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

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

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

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

Library Grants to States
SLAAs may use the appropriation for statewide initiatives and services for:

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

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

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

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

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

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

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

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

Library Discretionary Grants

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

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

1. building workforce and institutional capacity for managing the national information infrastructure and serving the information and education needs of the public;

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

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

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

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

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

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

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

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

Museum Services

Museum Discretionary Grants

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

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

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

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

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

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

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

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

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

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

The National Museum of African American History and Culture Act

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

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

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

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

Policy Research, Analysis, Data Collection, and Dissemination

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

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

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

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

3.   *identify best practices; and*

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

IMLS provides reliable and objective data and analysis to inform policy decisions. It is a source of information about library and museum service trends, including analysis of market conditions that affect the financial health of the museum and library sectors and research on emerging services. IMLS is committed to supporting highly diverse perspectives, methods, and researchers to advance museum and library and information services research.

Interagency Collaboration

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

The Director shall work jointly with the individuals heading relevant Federal departments and agencies, including the Secretary of Labor, the Secretary of Education, the Administrator of the Small

Business Administration, the Chairman of the Federal Communications Commission, the Director of the National Science Foundation, the Secretary of Health and Human Services, the Secretary of State, the Administrator of the Environmental Protection Agency, the Secretary of the Interior, the Secretary of Housing and Urban Development, the Chairman of the National Endowment for the Arts, the Chairman of the National Endowment of the Humanities, and the Director of the Office of Management and Budget, or the designees of such individuals, on

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

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

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

IMLS has a wide range of interagency partnerships with purposes including advancing broadband adoption, coordinating early learning activities, and supporting the effective delivery of workforce development services.