

## Abstract

### **Planning Grant. Digital Memory in Rural Tribal Libraries: A Program for Technology Training & Memory Gathering**

*Digital Memory in Rural Tribal Libraries* seeks a \$48,743 planning grant for an online and in-person community memory program in rural tribal libraries which aims to build capacity, strengthen communities and decrease social isolation through technology training and intergenerational programming around shared cultural heritage. This project is a partnership of New Mexico and California tribal libraries together with Historypin, a free international platform for sharing culture & heritage. Focusing on the IMLS National Digital Platform, this planning grant engages diverse communities to assess appropriate digital projects based on user-centered design and community-identified outcomes. The planning will move toward a simple and scalable digital program with training and evaluation modules that can be conducted within the limits of under-resourced rural tribal libraries.

Rural tribal communities across the country face significant and interrelated challenges across the sectors of education, health, the environment, and economic development. Limitations on access to information resources and information sharing have negative impacts on virtually every aspect of the health and wellbeing of our communities, from education and policy-making, to employability or business development. To solve these problems, tribal communities have identified a need for access to traditional knowledge and the ability to acquire and use new knowledge, as well as to engage in knowledge sharing both within the community and with outside entities.

Embodying a sense of “radical and systemic collaboration” that the IMLS has called for through the National Digital Platform Forum, an incredible team of collaborators have assembled for this planning phase of the project. **Historypin** will coordinate the project from the national level, with state level coordination from the **New Mexico State Library’s Tribal Library Program** and the **University of California, Riverside**. Both New Mexico and California will have an in-state user-centered design researcher who will be working directly with the institutions in their state and compiling their findings. In New Mexico, we’ve already conducted preliminary interviews and will be working with five public libraries, including **Laguna Public Library, Santa Clara Pueblo Community Library, Santo Domingo Public Library, Jemez Community Library** and **Mescalero Community Library**. In California, the **University of California, Riverside** will lead community assessment research through collaboration with the **History Department**, the **Native American Educational Program**, and the **California Center for Native Nations**, a research center devoted to community-based research. **JFK University Museum Studies** will assist with national literature review and assessment methodology, bringing their expertise with smaller cultural heritage organizations nationwide. We’ll also gather at the **Association of Tribal Archives, Libraries, & Museums (ATALM)** conference, both for planning and open dissemination of our findings.

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### **Statement of Need**

Rural tribal communities across the country face significant and interrelated challenges across the sectors of education, health, the environment, and economic development. Limitations on access to information resources and information sharing have negative impacts on virtually every aspect of the health and wellbeing of our communities, from education and policy-making, to employability or business development. Rural communities in New Mexico in particular consistently ranks at the top of states in the number of children living in poverty, single parent families, and in unemployment rates, and at the bottom in academic achievement and literacy rates. On reservations nationwide, there are even greater disparities in health, Internet speed, school dropouts, and college retention rates. The voices of Native Americans today are not only underrepresented, but more often than not are trapped in imagery of a bygone era at best, and systematically undermined or erased at worst.

To solve these problems, tribal communities have identified a need for access to traditional knowledge and the ability to acquire and use new knowledge, as well as to engage in knowledge sharing both within the community and with outside entities. *Digital Memory in Rural Tribal Libraries* focuses on four key knowledge functions we can leverage to increase capacity and decrease isolation through community memory projects in tribal libraries and heritage organizations: preserving knowledge; generating knowledge; sharing knowledge; and transmitting knowledge through education and training. Tribal libraries are in a unique position to play a transformational role within localized knowledge networks or clusters that also include schools and the tribal programs that deal directly with these issues. Their strength lies in their collections and connectivity with other knowledge sources both within and outside of the community.

In addition to the unique challenges and opportunities associated with tribal libraries and heritage organizations are those common to rural communities across the United States. This project intentionally focuses on underserved and under-resourced small and rural libraries in the United States. A 2013 Institute for Museum and Library Services study noted that rural libraries make up almost half of the public library systems in the United States, and that almost all rural libraries are

considered “small,” with a legal service area population of 25,000 or less.<sup>1</sup> In fact, 54.2% of rural libraries serve a population of 2,500 or less, with 31.5% serving populations between 2,500 and 10,000.

## Impact

*Digital Memory in Rural Tribal Libraries* aims to build upon Historypin’s existing international model of community memory projects in order to equip and strengthen tribal libraries to shape and run their own community memory activities, while relying on interoperable tools and services—one of the key themes emerging from the 2015 IMLS National Digital Platform Focus meeting.<sup>2</sup> However, rather than taking a product template and applying it outright to rural tribal libraries, librarians and members of tribal communities have expressed a clear need to tailor these digital community memory programs to their specific context. Therefore, this planning grant is focused on user-centered design and planning with tribal libraries in California and New Mexico, while taking into account national findings on programs specifically designed with tribal communities in mind. Our aim in this phase of planning is to codesign community memory services and products that will serve as a guidepost for many other community memory projects, and enable rural tribal libraries to reach the intended outcomes they will identify in the planning phase.

While there is an intrinsic belief, and growing evidence, that community memory activities are effective in reducing social isolation, increasing technology training opportunities, and generally strengthening local communities,<sup>3</sup> our aim in the planning phase of this project is to directly engage community leaders to match program and strategy to specific intended outcomes. Developing shared ownership is a critical first step toward the long-term success of a community-led effort. Finding the appropriate use and leverage of the technology follows.

We are looking specifically at the information needs and opportunities of these rural communities in relation to their existing local heritage collections, their role as community connectors, and as providers of digital and technical resources. Local heritage collections are often some of the most accessed content in rural libraries, either through free geospatial web interfaces like Historypin, local exhibits in public libraries, regional knowledge networks, or national content networks like the Digital Public Library of America. Combining this opportunity with the often central role that public libraries play in rural tribal communities offers the chance to exponentially increase the impact of these collections on local residents and to enrich, digitize and share the collections more broadly.

Technology and electronic resources in rural libraries are increasingly important compared to city libraries due to the continued lack of broadband access in homes. While the numbers are a bit dated,

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<sup>1</sup> Swan, Deanne W., Justin Grimes, and Timothy Owens, “The State of Small and Rural Libraries in the United States.” *Institute for Museum and Library Services*, Published September 2013. Accessed May 25, 2016. [https://www.ims.gov/assets/1/AssetManager/Brief2013\\_05.pdf](https://www.ims.gov/assets/1/AssetManager/Brief2013_05.pdf).

<sup>2</sup> “ILMS Focus 2015: The National Digital Platform,” Accessed May 25, 2016. <https://www.ims.gov/news-events/events/ims-focus-2015-national-digital-platform>.

<sup>3</sup> Historypin, “Historypin in the Community 2013/14.” *Shift Design*, Published 2014. Accessed May 25, 2016. [http://www.shiftdesign.org.uk/content/uploads/2015/03/Historypin\\_in\\_the\\_community.pdf](http://www.shiftdesign.org.uk/content/uploads/2015/03/Historypin_in_the_community.pdf).

as of a 2011 study, rural libraries had already seen a 20% three-year increase of computer terminals in libraries, compared to a 9.5% decrease in city libraries during the same time. The FCC's 2016 Broadband Progress report stated, "there continues to be a significant disparity of access to advanced telecommunications capability across America with more than 39 percent of Americans living in rural areas lacking access to advanced telecommunications capability, as compared to 4 percent of Americans living in urban areas, and approximately 41 percent of Americans living on Tribal lands lacking access to advanced telecommunications capability."<sup>4</sup>

*Digital Memory in Rural Tribal Libraries* has the unique ability to address these information needs in programs and services that can draw on local participation and volunteers, in a way that boosts local library services and public engagement while measuring the specific impact in these communities.

### Project Resources: Personnel, Time, Budget

Embodying a sense of "radical and systemic collaboration" that the IMLS has called for through the National Digital Platform Forum, an incredible team of collaborators have assembled for this phase of the project. Historypin will coordinate the project from the national level, with state level coordination from the **New Mexico State Library's Tribal Library Program** and the **University of California, Riverside**. Both New Mexico and California will have an in-state community assessment researcher who will be working directly with the institutions in their state and compiling their findings. In New Mexico, we've already conducted preliminary interviews and will be working with five public libraries, including **Laguna Public Library, Santa Clara Pueblo Community Library, Santo Domingo Public Library, Jemez Community Library** and **Mescalero Community Library**. In California, the **University of California, Riverside** will lead community assessment research through collaboration with the **History Department**, the **Native American Educational Program**, and the **California Center for Native Nations**, a research center devoted to community-based research. **JFK University Museum Studies** will assist with national literature review and assessment methodology, bringing their expertise with smaller cultural heritage organizations, including work with tribes in California. We'll also gather at the **Association of Tribal Archives, Libraries, & Museums (ATALM)** conference, both for planning and open dissemination of our findings.

The planning grant will take 5 months to complete, beginning October 1, 2016. The individual responsibilities are outlined below, in addition to the time expected to be committed to project execution from each team member.

Shift Design Inc/Historypin team:

**Jon Voss**, Strategic Partnership Director, will serve as the project manager and oversee all financial and reporting responsibilities. Since he started with Historypin in 2011, he's served as project manager on over a dozen funded projects, including multinational collaborations funded by the European Commission, the Mellon Foundation, and the Gates Foundation, as well as national initiatives funded

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<sup>4</sup> Federal Communications Commission, "2016 Broadband Progress Report." *Federal Communications Commission*. Published January 29th, 2016. Accessed May 26, 2016. [https://apps.fcc.gov/edocs\\_public/attachmatch/FCC-16-6A1.pdf](https://apps.fcc.gov/edocs_public/attachmatch/FCC-16-6A1.pdf).

by the IMLS and the NEH. We've estimated that project management on this project will take less than 10% of his time during the main 5 months of activity.

**Kerri Young**, Historypin Engagement Manager, will coordinate the planning, research, and user-centered design implementation amongst the primary researchers. Kerri has led user-centered design research for two years in Historypin's deep work with the US National Archives. We estimate that she will dedicate 25% of her time over 5 months to this role.

New Mexico team:

**Alana McGrattan**, New Mexico State Library Tribal Libraries Program Coordinator, has already done the majority of heavy lifting to move this planning project along, including convening a meeting of tribal libraries with Historypin in Albuquerque in February of 2016. She will continue to support the project as part of her role as Tribal Libraries Program Coordinator and will join the meeting at ATALM if funded.

**Jennifer Himmelreich**, 2015-2016 Anne Ray Intern, Indian Arts Research Center School of Advanced Research, will be conducting the interviews and implementing the user-centered design research with the New Mexico Tribal Libraries. Her recent scholarship exploring the design and implementation of digital projects in tribal communities has underlined the importance of co-design and technology training in rural, tribal communities, and the potential for exciting new approaches in digital design. Jennifer's work on the project is expected to average 12 hours a week for 5 months.

California team:

**Juliette Levy**, Associate Professor, University of California, Riverside (UCR) will be coordinating the California team. A member of the History department and a Latin American historian, Professor Levy has collaborated with colleagues who work on indigenous cultures in Mexico and Native Americans in the US. By working closely with Cliff Trafzer and the California Center for Native Nations (CCNN), she will administer and help identify graduate students who will be carrying out the research with the California bands. The CCNN is dedicated to preserving the history, culture language and sovereignty of California's First Nations. It represents UC Riverside's ongoing commitment to research and service benefiting California Indians. The History Department's Native American program intersects with the CCNN in significant ways, and for the purpose of this project, graduate students from the History department, who are trained in Native American and oral histories, will provide key support at the implementation level. Research and interviews are estimated to take an average of 12 hours a week for 5 months.

**Adrienne McGraw**, Program Chair of John F. Kennedy University Museum Studies, will be overseeing the literature review for this project, and brings two decades of experience working particularly with small cultural heritage organizations. In recent years, JFKU Museum Studies has partnered with several small history institutions on various projects to build capacity and find innovative new ways to serve the needs of the many amateur and para-professionals who run the smallest cultural heritage organizations and historical societies. This audience is of critical importance as nearly half of the

nation's 35,000 museums are historical societies and history-based institutions, and the majority of them are considered small, yet those running them are often untrained in professional standards. This intersection of research interests allows for a deep dive into use cases and best practices in small rural and Native American cultural heritage organizations nationwide. We expect this research to taken an average of 12 hours a week for 5 months, and Adrienne will administer and help identify graduate students who will carry out the research.

Outside advisor:

**Sharon M. Leon**, Director of Public Projects, Roy Rosenzweig Center for History and New Media and Associate Professor of Digital History, George Mason University, joins the project as an outside advisor with an expertise in interoperable, digital humanities and community archiving projects, including *Omeka* and *Scripto*.

## Project Design

This project will follow a rapid user-centered design and prototyping process that has been adapted by Historypin specifically for use with cultural heritage organizations. It's been used in projects with the National Archives, and in projects as large as the National Library of Colombia rolling out community memory activities in nearly 1,000 public libraries across the country.

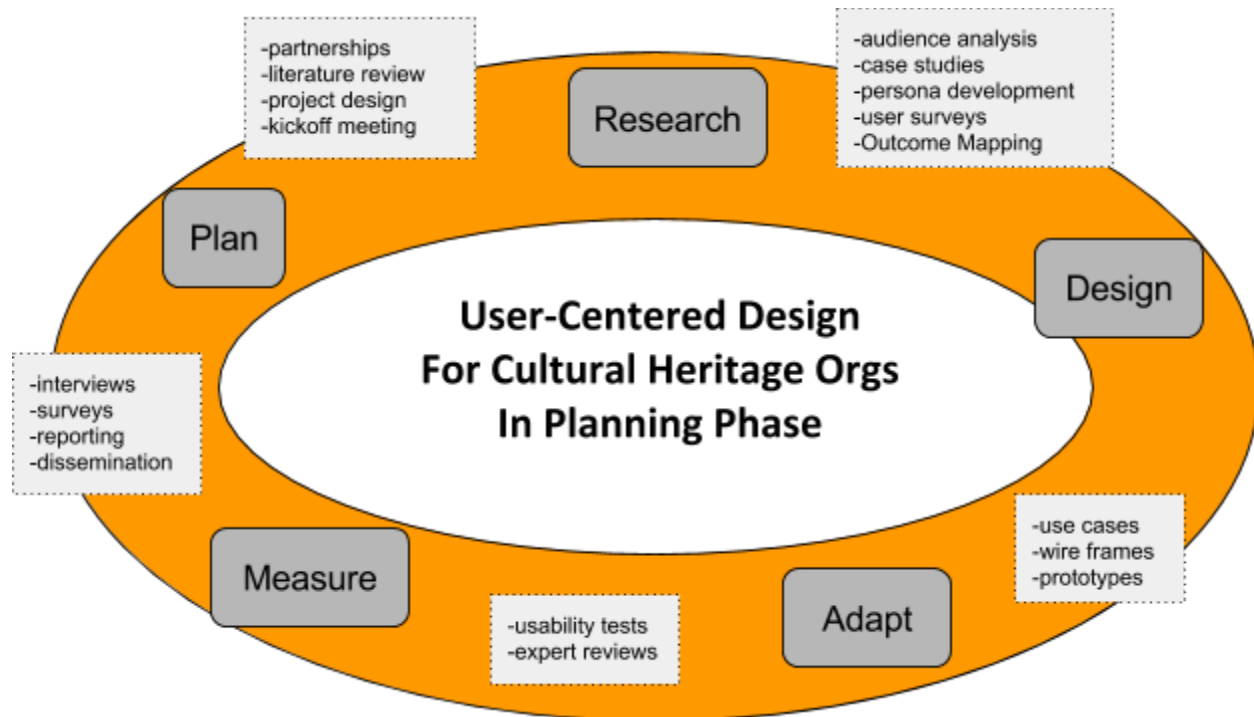


Figure 1. User-Centered Design for Cultural Heritage Organizations in Planning Phase

The methodology we use is inspired by user-interaction design and behavior change methodologies for software development, but adapted to include elements to plan, map and measure social impact as part of the product development life-cycle. In this case, the "product" may be a number of things, like a particular program that can be implemented in tribal libraries, or a tablet app that will utilize the

Historypin API for community memory sessions. Rather than bring a product to the community for use, our methodology seeks to co-design products together with the community following this process.

1. *Plan*. In this initial step, partnerships are identified either at a national or local level, and the key stakeholders and users are identified. Literature can begin, the scope of the project is determined, and an initial planning meeting is held.
2. *Research*. In this phase we learn as much as possible about our users, conducting an audience analysis, building case studies for the types of community memory events or programs our users are interested in, developing personas for the different types of audiences or users we are trying to reach, and initial user surveys. A major component here is Outcome Mapping,<sup>5</sup> a logical framework to map intended outcomes for community memory programs and how they will be measured. While not measured in the planning phase, the creation of an Outcome Mapping framework and evaluation plan will be used in the implementation phase to effectively measure impact against intended outcomes.
3. *Design*. In the design phase, we move from research to product, and develop a prototype or use existing products to create a process that addresses the needs of the local community.
4. *Adapt*. In the next phase, we test and iterate on the initial prototype to see if we are moving closer to our intended outcomes, or if the product is working in this local context. Paper prototypes may be used to test usability and interaction, and both local and outside experts will be consulted.
5. *Measure*. In the last phase, we measure and evaluate the impact against our Outcome Mapping logical framework. In this planning project, we do not intend to carry out exhaustive user surveys, but rather to measure the effectiveness of a potential large-scale program that would move through this cycle again in a full roll-out. The measurement and reporting amounts to a needs assessment for product development.

*Digital Memory in Rural Trial Libraries* will coordinate and support four primary researchers in their work with representative Native American communities in New Mexico and California. Jon Voss, Strategic Partnership Director, and Kerri Young, Historypin Engagement Manager, will work closely with a researcher in California and another in New Mexico to execute the user-centered design process, while a third researcher at JFK University will conduct a national literature review. All of the research and feedback will be consolidated by Historypin into a single report that will be made available to the public with an CC-BY-SA license.

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<sup>5</sup> "Outcome Mapping Learning Community." Accessed May 25, 2016. <http://www.outcomemapping.ca>.

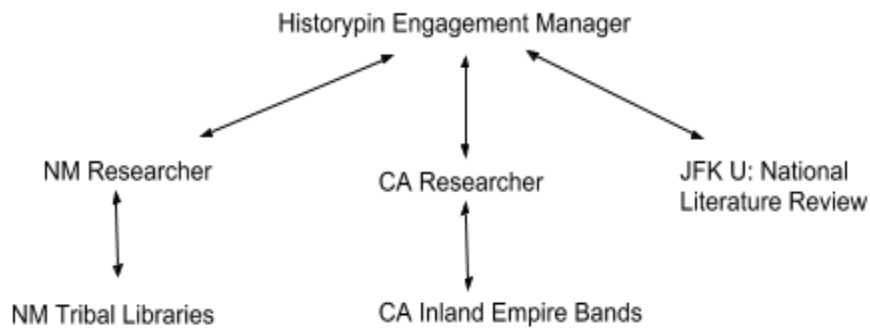


Figure 2. Coordination of Research in Planning Phase

The following breakdown of work packages spells out the responsibilities of the various teams and how they will be coordinated. See the attached Schedule of Completion for gantt chart.

Work Package 1. Month 1. *Create state-based user-centered design process and checklist.* The phases of the user-centered design process are outlined in Figure 1, above. In WP1 the Historypin team will break out each of those steps into a process and checklist for each of the state teams. This will be managed in Basecamp, which will be the project management software we'll use to track all milestones and deliverables and the progress along this process.

Work Package 2. Month 1. *All-teams Planning Meeting.* Organized by the Historypin team, all researchers, project managers, and tribal representatives will meet in Phoenix, Arizona following the Association of Tribal Archives, Libraries and Museums Conference, October 13-14. This one and a half day meeting will allow all participants to walk through the planning methodology in-depth and begin to shape much of the research on the national level, which will then be replicated on the local level in California and New Mexico.

Work Package 3. Months 1 - 5. *California Research.* Coordinated by Juliette Levy of University of California, Riverside and lead by a California researcher at UC Riverside, meetings with 4-5 Inland Empire Indian Bands and reporting.

Work Package 4. Months 1 - 5. *New Mexico Research.* Coordinated by the New Mexico State Library Tribal Libraries Program and lead by Jennifer Himmelreich, meetings with 5 New Mexico tribal libraries and reporting.

Work Package 5. Months 1 - 5. *National Literature Review.* Coordinated by Adrienne McGraw, John F. Kennedy University Museum Studies will conduct a national literature review of tribal and small cultural heritage organization projects that have sought to create social impact through community memory programs, identifying case studies and best practices.

Work Package 6. Months 3 - 4. *Prototype Development.* The Historypin team will produce one series of paper prototypes and present them for testing and review with the tribal communities. This is



intended to give the project participants the chance to evaluate our understanding of their intended outcomes and product requirements.

Work Package 7. Months 5 - 6. *Final Reporting*. All of the research and feedback will be consolidated by the Historypin team into a white paper, made available to the public as well as reported to IMLS, and fed into a potential implementation grant. We will seek draft feedback from the state coordinators and outside advisor Sharon Leon.

Work Package 8. Months 1 - 12. *Administration and Accounting*. Jon Voss of Historypin will manage reimbursements, payments to research partners, and all reporting requirements.

## Diversity Plan

As this project seeks to engage rural, tribal libraries and cultural heritage organizations, we are seeking a planning rather than implementation grant in order to deeply engage the tribal communities we are partnering with, who are geographically dispersed and culturally diverse.

There are several reasons we have chosen these communities to partner with and have slowly moved toward engagement and partnership over the last two years. Mary Alice Ball at IMLS first identified the potential of working with tribal libraries, as well as the challenges and opportunities, in early 2015. Historypin had already begun collaborating with New Mexico tribal libraries through the IMLS-funded *Memories of Migration* project through the Santa Ana Public Library. New Mexico is a partner on that project and provided our first opportunity to begin confronting the realities of small, rural libraries, as well as the potential impact of intergenerational community memory projects within close-knit communities. This project has made it possible for us to begin working the tribes outlined below, providing the key in-person introductions required to initiate collaboration. This is also why the meeting following the ATALM conference is critical to formally engaging each of the tribes and bands.

We will be working with and interviewing a wide variety of Native American tribes and bands, including Apache, Keres, Tewa, Kewa, Towa, and Navajo in New Mexico; and most likely bands of the Cahuilla and Mission Indians in California, though these have yet to be determined.

## Communications Plan

While not required for planning grants, we intend to publish a white paper with our findings at the conclusion of the project so that other digital projects working with Native American communities can benefit from our work and also find ways to engage these communities early on in the design process. The white paper will be published with a CC-BY-SA license and presented at the ATALM 2017 conference and possibly the National Council for Public History annual meeting in 2017. We will also share this directly with other digital memory projects we coordinate and collaborate with, including the Digital Public Library of America, Mukurtu, Omeka, StoryCorps, The History Project, and others.

Our hope is that the planning grant will lead to an implementation grant with specific products, services, and programs offered, but we are confident that sharing our initial research will assist other digital humanities projects and technical providers serving either rural or tribal libraries. We feel strongly that sharing this type of early stage planning lifts the work that all of us are doing to serve and benefit local communities worldwide.

Schedule of Completion	2016			2017	
	Oct	Nov	Dec	Jan	Feb
<i>Work Packages and Deliverables</i>					
<b>WP1. Create state-based user-centered design process and checklist</b>					
D1.1 Deliver checklist and train on process at Planning Meeting	*				
<b>WP2. All-teams Planning Meeting</b>					
D2.1 Full report on Planning Meeting	*				
<b>WP3. California Research</b>					
D3.1 Initial summary research		*			
D3.2 Conduct on-site interviews and workshops			*		
D3.3 First draft report				*	
D3.4 Present paper prototype for feedback				*	
D3.5 Final report					*
<b>WP4. New Mexico Research</b>					
D4.1 Initial summary research		*			
D4.2 Conduct on-site interviews and workshops			*		
D4.3 First draft report				*	
D4.4 Present paper prototype for feedback				*	
D4.5 Final report					*
<b>WP5. National Literature Review</b>					
D5.1 First draft report				*	
D5.2 Final report					*
<b>WP 6. Prototype Development</b>					
D6.1 Initial paper prototyping with research team				*	
D6.2 Paper prototype ready for user testing				*	
<b>WP 7. Final Reporting</b>					
D5.1 First draft report					*
D5.2 Final report					*
<b>WP 8. Administration and Accounting</b>					

# Original Preliminary Proposal

## **Planning Grant. Digital Memory in Rural Tribal Libraries: A Program for Technology Training & Memory Gathering**

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To solve these problems, tribal communities have identified a need for access to traditional knowledge and the ability to acquire and use new knowledge, as well as to engage in knowledge sharing both within the community and with outside entities. *Digital Memory in Rural Tribal Libraries* focuses on four key knowledge functions we can leverage to increase capacity and decrease isolation through community memory projects: preserving knowledge; generating knowledge; sharing knowledge; and transmitting knowledge through education and training. Tribal libraries are in the unique position to have a transformational role within localized knowledge networks or clusters that also include schools and the tribal programs that deal directly with these issues. Their strength lies in their collections and connectivity with other knowledge sources both within and outside of the community.

This project aims to build upon an already existing national model to particularly equip and strengthen tribal libraries to shape and run their own community memory activities. This project will focus on the impact within tribal communities but will also have important indications for rural libraries on the whole.

### **Methodology & Timeline**

The proposed planning process brings together a powerful organizational consortium across New Mexico and California to conduct community assessments with participating tribal libraries to further identify specific needs and finalize the appropriate library programming and services. Community assessments will be published with an open CC-BY-SA license for use by the public, particularly state library systems and those working with tribal libraries. Over the course of five months, the team will develop an assessment

methodology to be carried out by partners in CA and NM, as well as a national literature review in the following timeline:

1. Joint 2-day meeting of project participants at the Association of Tribal Archives, Libraries, & Museums (ATALM) in Phoenix, AZ, October 9 - 10, 2016. Initial adjustments to proposed assessment methodology. Follow up meetings will take place via teleconference in November & December.
2. Oct 11 - 12, 2016. Conduct workshop or panel to present pilot community memory projects to wider tribal library community at ATALM, and gather feedback on potential for widespread need and feasibility for such programs
3. Oct - Dec, 2016. Local research on the ground with the tribal libraries and user communities (collaborative research methodology executed by NM & CA teams; working with librarians, library patrons, and lead by local academic partner.
4. Oct - Dec, 2016. National literature review (JFK University) looks at common themes and trends across rural tribal libraries, archives and museums
5. Jan - Feb, 2016. Final white paper publicly sharing our findings and leading to a full project proposal

### **Historypin as Digital Library**

**Historypin** will serve as project lead and provide overall project management and support in close collaboration with local & national partners below. **Historypin** is a project of **Shift**, a global non-profit which designs products for social change. Historypin operates legally as Historypin, a Community Interest Company in the UK, and through the the US non-profit, Shift Design, Inc., which was established with a specific focus to “support libraries, archives, museums and state and local cultural heritage organizations in efforts to increase access to and discovery of photographic, sound, and video collections.” 100% of our budget is focused on libraries and archives in both national and international projects. As a digital library of historical content, we work closely with cultural heritage partners and aggregators like the **Digital Public Library of America**, we are focused on the social good inherent in helping libraries and special collections bring archival content to life.

### **Partners and Participants**

Jon Voss, Strategic Partnership Director at **Historypin** will serve as project lead on this phase of planning. In New Mexico, the **New Mexico State Library’s Tribal Library Program** will coordinate activities in the state, with a leadership team from five tribal libraries, including **Laguna Public Library, Santa Clara Pueblo Community Library, Santo Domingo Public Library, Jemez Community Library** and **Mescalero Community Library**. Community assessment research will be led by the **Leadership Institute at Santa Fe Indian School**. In California, the **University California at Riverside Libraries** will lead community assessment research through collaboration the **California Center for Native Nations** and their association with **Inland Empire Indian tribes**. **JFK University Museum Studies** will assist with national literature review and assessment methodology, bringing their expertise with smaller cultural heritage organizations, including work with tribes in California. We’ll also work in coordination with the **Association of Tribal Archives, Libraries, & Museums (ATALM)**, to facilitate dissemination and communications through their national conference and network.

### **Indicative Budget**

We are planning on a budget of \$48,800, with \$24,600 going to support the community assessment research teams, and \$24,207 going to support planning meetings and dissemination in coordination with **ATALM**.