



Museum Grants for African American History and Culture

Sample Application MH-256069-OMS-24

Lewis H. Latimer House Museum

Amount awarded by IMLS:	\$195,000
Amount of cost share:	\$201,726

The Lewis Latimer House Museum will hire staff to improve collections management and create a digital exhibition from the museum's collection. In partnership with Queens Public Library, museum staff will digitize the Latimer Family Papers. For the project, the museum will hire a Collections Digitization Manager, who will train and supervise paid interns on digital asset management practices. The museum will also hire a Digitization Specialist to implement collections digitization software. Staff will travel to conduct collections research, which will inform the creation of a digital exhibition of the museum's permanent collection. The digital exhibition will be available on the museum's website as a free, public resource.

Attached are the following components excerpted from the original application.

- Narrative
- Schedule of Completion
- Digital Product Plan
- Performance Measurement Plan

When preparing an application for the next deadline, be sure to follow the instructions in the most recent Notice of Funding Opportunity for the grant program to which you are applying.

Lewis Latimer House Museum - Digitization of New Permanent Exhibition & Collections Catalog Narrative

1. Project Justification

Program Goals

The Lewis Latimer House Museum (LLHM) requests funding of \$195,000 for a two-year project to hire a project-based Collections Digitization Manager to document and digitize its own collections (see Supportingdoc3 for a collections overview) of 50 original artifacts, as well as the Latimer Family Papers from the Queens Public Library (QPL) Archive (Supportingdoc4), which contains 42 boxes, 5 binders, 18.1 cubic feet of materials. This is the logical next step following the completion of a new permanent exhibition in the Museum's physical space, currently in the final stage of exhibition development and on track to open in Spring 2024. This project addresses Goal 3 of Advancing Collections Stewardship and Access, focusing on the specific objective to "Promote access to museum and library collections." As the Museum undergoes interior renovations and a new permanent exhibition installation, it is imperative that the Museum looks ahead to how it can better serve its community in an ever-shifting technological world. Considering its limited space capacity on the landmarked site, the Museum has made impactful strides, in 2023 alone, to offer more than 2,700 people educational and cultural programming in various community gathering spaces and public schools that honor the values of Lewis Latimer and his versatile life and family, and will further extend this reach into the digital sphere via this project.

Statement of Need

This project will allow LLHM to lean into digitization, a future-forward method of collection preservation, documentation, and access. This digitization project will significantly expand access to the collections documenting Latimer's legacy in order to widen awareness of the extent of his legacy and how it still impacts daily life. Over the years, LLHM has received numerous requests from students, researchers, K-12 educators, artists, and members of the general public, who might or might not have had a chance to visit the Museum and inquire about specific information on Lewis Latimer's life. Additionally, there are wide-spread misconceptions about Latimer's contributions and life experiences in the public sphere across the nation, ranging from drastic under-recognition to fictionalized exaggeration. Misinformation about Lewis Latimer has been especially rampant online. It would be very beneficial to have an intentionally curated digital space where members of the community are able to gain knowledge about Lewis Latimer's actual offerings to society. As the historic home owned by and the only museum dedicated to the Black inventor, LLHM has a leading responsibility in offering the public rigorously researched, accessible, primary source materials pertaining to Latimer that are truthfully interpreted. This project will enable LLHM to share as much primary-source information as possible via a free-access online platform, connected to our existing website, and to continue updating the online database as new information is discovered through ongoing research. This will become a central platform for learning Lewis Latimer history, including LLHM's own collections as well as Lewis Latimer materials from partner institutions, such as Queens Library Archive's Latimer Family Papers, so as to do justice to this important piece of history and present honest, transparent, truthful information to the best of our ability.

Secondly, the Museum is currently developing a new permanent exhibition in its physical space, funded by the Mellon Foundation and scheduled to open in Spring 2024 (Supportingdoc5). During the content development and exhibition design process, it became apparent that the primary challenge would be how to pay homage to the story of Lewis Latimer and his family in a relatively small space. Working with historians and a community advisory committee in diving deep into the Latimer Family Papers at the

Queens Public Library, LLHM staff have uncovered new information and most importantly, original documents such as journals of Lewis Latimer and his wife Mary and more visually-stunning mechanical drawings made by the inventor that could provide critical insight into the rich mind and multi-faceted legacy of him. However, the landmarked historic site of the Lewis Latimer House has limited physical space. The historic home itself is a two-and-a-half story Victorian residence. With just over 2,000 square footage in total, the historic house holds the staff offices on the second floor and public-accessible exhibits on the first floor, which is about 835 square-feet. The preservation of the space's integrity is always top of mind. Even with the new permanent exhibition, it will only be able to host a selected number of artifacts and documents on display, including 49 items on loan from the Queens Library Archive, leaving out many items that may further enrich the historical narrative. Even if the Museum were able to display all of the valuable collection items that compose the core narrative, the ultimate number of visitors who could visit the site in-person would be limited, compared to the infinite access a free online database could present. Digitization will expand what artifacts and primary source materials visitors are able to observe and study, whether they have been to the Museum before or not, while also expanding the online presence and footprint of LLHM. The barrier to learn about the history around Lewis Latimer would be exponentially lowered for people from outside of New York City and people who might not be able to travel to the Museum, due to either mobility or socioeconomic issues.

In 2022-2023, in preparation of the development of the new permanent exhibition, LLHM underwent a systemic process of cataloging and gaining intellectual control of its own collections, thanks to a grant-funded pro-bono service with White Rose Curator Services, organized by the Greater Hudson Heritage Network and the Historic House Trust of New York City. This process culminated with an organizational collections care policy, a collections catalog organized in Excel sheet, as well as an updated facility report, and newly implemented data loggers to monitor the environment for collections care. Additionally, LLHM's exhibition team has reviewed each box in Latimer Family Papers to gain a complete understanding of this relevant collection at QPL, compiled in a detailed catalog with thumbnails. These, along with the soon-to-be-completed permanent exhibition under a formal partnership with the Queens Public Library (Supportingdoc1), will serve as the valuable foundation for the digitization project and for building a publicly accessible online platform to host these digital products.

Project Target Group & Beneficiaries

This project is intended for Lewis Latimer's descendants, the community partners of LLHM, the general public who are interested in Lewis Latimer's legacy, K-12 educators, and educators in higher education. The ultimate beneficiaries of this project are those mentioned as target groups, as well as visitors of the Museum, researchers, historians, and students. The beneficiaries will be those who are curious and passionate about gaining new knowledge about history, all facets of American history, specifically history regarding under-recognized Black and other contributors of color to American life. This project will also serve those interested in historic houses and in architecture. By having easy access to a verifiable and reputable online platform that they can trust to learn about the facts, it will also serve members of the general public, who may have received inaccurate information about this history. In partnership with Queens Public Library, the Museum will be able to showcase selected objects from the Latimer Family Papers on loan at the museum in the new permanent exhibition and showcase even more objects on the digital platform that the limitations of the museum's space do not allow. The online platform will provide in-person and digital visitors with a grander picture and understanding of the history that they will be able to carry onwards in their own variety of endeavors. With a more extensive catalog being featured on LLHM's digital platform, the inquiries and research opportunities for our target groups and beneficiaries will become more pronounced and informative with such accurate primary source material at their disposal. A more accessible database will also allow LLHM museum staff to offer to the public collections interpretations that are even more embedded in the rich, multi-faceted context of Lewis Latimer's life and his dedication to creativity and invention.

2. Project Work Plan

Specific Activities

During Year 1 (July 1 2024 – June 30 2025), LLHM will digitize its collections and the permanent exhibition content held at the Lewis Latimer House Museum and the Latimer Family Papers at Queens Public Library Archive to share with the public. LLHM collections date from as early as 1886 and contain original Latimer family furniture pieces, the family piano, lighting fixtures, books, photographs, and original artworks by Lewis Latimer and his daughter Louise Latimer, totaling 50 original artifacts. The Latimer Family Papers at the Queens Public Library Archive contains 42 boxes, 5 binders, 18.1 cubic feet of materials, which have never been systematically digitized and made available to the public online, 49 items from the QPL Archive will be on permanent loan to be displayed in the new exhibition at LLHM.

The grant-funded activities will commence in July 2024 with recruitment of a project-based Collections Digitization Manager (See Job Description). LLHM aims to complete the recruitment process by the end of August, followed by the acquisition of the PastPerfect Collections Management software and an 8-week implementation period. During the implementation period in September – October 2024, the Collections Digitization Manager will create metadata guidelines in sync with the existing catalog, file storage structure, and a file naming convention, in coordination with the Queens Library Archival Collection Manager. The Collections Digitization Manager will then create standardized workflows for the digitization process incorporating quality control checkpoints, and draft concise written procedures to share with the project team. These standards will be tested to identify goals for the number of items digitized per month.

Additionally, the Collections Digitization Manager will work with the rest of the Museum staff to organize the curated content of the permanent exhibition in preparation for publishing on the LLHM website. Prior to the grant project start date, LLHM will continue developing its existing list of digitization specialists in the New York City area through network recommendations and informational interviews. (Please see the Key Project Personnel section for top candidates.) During the implementation period, LLHM will select a Digitization Specialist from the existing list and finalize the project contract.

In November – December 2024, the Collections Digitization Manager will work with the Digitization Specialist to begin digitization of the 50 original artifacts in LLHM Collections and the 49 QPL items on display in LLHM's permanent exhibition. Procedures will include photographing objects on site between Mondays and Wednesdays when the Museum is closed to walk-in visitors, recording metadata and properly naming and storing the digital files. The Collections Digitization Manager will utilize the digital asset management procedures and digitization workflows and standards they developed. They will focus on monitoring digitization quality, recording metadata, and properly naming and storing digital files, making sure to match information from the digitized items with LLHM's catalog, and import them into the PastPerfect system, transcribing and attaching relevant object information to PastPerfect catalog records in batches. The Digitization Specialist will produce professional photographs and high-quality scans of the artifacts in coordination with the Collections Digitization Manager. In the same period, the Collections Digitization Manager will work with the Communications Manager and LLHM's website developer to ensure the website's backend on Squarespace is updated to accommodate the digital exhibition content.

In January – February 2025, the Communications Manager will update the website with the complete digital version of the permanent exhibition. Public announcements will be made about the newly launched content on the Museum's website, social media, and other online public profiles such as LinkedIn, Google, and Yelp. The rest of the LLHM staff and the project team will help test out the user-experience of the platform and provide recommendations to make adjustments accordingly.

Starting in January 2025, the Collections Digitization Manager will coordinate with the Digitization Specialist to digitize the rest of the Latimer Family Papers Collection of Queens Library Archive that are not included in the permanent exhibition. This will be carried out in close coordination with the Queens Library Archival Collection Manager. Additionally, during 2025, LLHM intends to hire one to two interns to work on digital asset management procedures and digitization workflows and standards. The interns will be assigned the task of organizing and naming the digital files of the QPL materials. Upon the completion of the Digitization Specialist's assignment, the Collections Digitization Manager will synchronize digitized information with QPL's catalog and will, then, import them to PastPerfect's system.

In April – June 2025, the Communications Manager will publicize the full set of digitized collections held at LLHM and the Latimer Family Papers of Queens Library and link the public-facing PastPerfect database with LLHM's website. She will continue to promote them to the public through the rest of 2025, by highlighting unique items from the collections in a series of posts and e-blasts. A press release will also be distributed to a list of 55 local media outlets. Throughout the rest of the two-year project period, the project team will assess progress to make adjustments accordingly, as specified in the Evaluation and Tracking Progress section below.

Year 2 focuses on an external survey of primary source materials at other institutions. Simultaneously, the PastPerfect database and the LLHM website- linking component will be assessed and improved. If any additional digitization activities are required, they will be completed in a final batch in the spring of 2026.

Beginning in July 2025 and through the end of the project, the Collections Digitization Manager will collaborate with the Project Historian (See Key Project Personnel) to identify primary source materials at other institutions that directly concern the historical interpretation of Lewis Latimer's legacy. The Collections Digitization Manager will reach out to each of the curators at the respective institutions and support the Project Historian in sifting through their online finding aids to make informed decisions around which potential items may need to be examined in person. The two aforementioned Project Personnel will devise a list of resources of potentially relevant primary source materials connected to the LLHM exhibition. This list will be used to educate LLHM staff and inform future research projects and digitization partnerships. On average, a site visit every three weeks will be conducted by the Collections Digitization Manager between August 2025 and April 2026. Institutions in the same metropolitan area as LLHM – NYC Municipal Archives, Rutgers University, Bridgeport History Center – will be surveyed before institutions requiring long-distance travel – City of Boston Archives, National Archives, United States Patent and Trademark Office. The list of potential institutions to research will be refined during discussions with the Project Historian and other historian advisors (See Project Personnel). The Collections Digitization Manager will wrap up the research findings and outreach to other institutions, and update the list of resources in May – June 2026 to make a final report and suggest next steps.

Risks

The risk that might most hinder the progress of the project is the potential for human error when managing the digital assets. It is possible that staff members incorrectly mislabel the digitized records. In order to guarantee the mitigation of such a risk, the Collections Digitization Manager will review the existing catalogs, then create a plan of digitization and a system of metadata logging when examining the physical files, including a reasonable approach to the order of files to be processed and documented. Alongside the Project Staff, the Digitization Manager will establish agreed upon conventions around file naming and file structure. There will be detailed procedures created before the digitization begins.

The Museum anticipates that another risk might be the rate it will take to implement the digital collections management system, PastPerfect. As the Museum does not have much prior experience with the collections management system, the imperative solution to reduce the risk will be hiring a Collections

Digitization Manager with at least two years of experience with PastPerfect or an equivalent system. This choice will ensure that implementation can start by September 2024.

Another risk to evaluate is falling behind the intended schedule of completion. If biweekly progress meetings show a lag in the schedule, LLHM will bring on additional temporary paid staff or increase the number of hours engaging the Project Historian during Year 2 to expedite the process.

Key Project Personnel

Executive Director Ran Yan will provide overall planning direction, project oversight, and financial management. She has been project director for LLHM's numerous grant-funded initiatives including the new permanent exhibition design and installation, and its infrastructure and restoration improvements.

The Collections Digitization Manager will be recruited at the beginning of the two-year grant period and work on a contract basis for the duration of this project. They will be responsible for project implementation including establishing work flows, logistics and scheduling, managing digitization, working closely with the Digitization Specialist and the Project Historian. They will also provide direct supervision of intern(s).

The Digitization Specialist will photograph and scan the artifacts in the collections of both LLHM and QPL's Latimer Family Papers. Two strong local candidates under consideration are Christopher Burke Studio and Dwight Primiano, both of whom have extensive professional experience in digitization projects resulting in high-quality images of both two-dimensional and three-dimensional objects for museums and libraries, and were recommended by respected conservators in the field.

Communications Manager Sharita Manickam will update the LLHM website with the digitized exhibition content linking to the PastPerfect database. She will also promote these updates periodically via print and digital media channels to spread public awareness and encourage access to the collections online.

Dr. Steven Jaffe will serve as the Project Historian during Year 2 of the project. Dr. Jaffe has worked with LLHM on multiple research projects during the development of the new permanent exhibition, hence he has deep, first-hand experience with primary source materials directly related to Lewis Latimer. He will help the Collections Digitization Manager identify materials at other institutions and support the team conducting additional research as needed to help LLHM compile the resource list.

Other historians who will play an advisory role in research direction in Year 2 include: Rayvon Fouché, author of *Black Inventors in the Age of Segregation* and director of National Science Foundation's Social and Economic Sciences Division, Paul Israel, Director and General Editor of Thomas A. Edison Papers at Rutgers University, and Mary Ann C. Hellrigel, Ph.D., Institutional Historian and Archivist, and Oral History Program Manager, IEEE (Institute of Electrical and Electronics Engineers) History Center.

Queens Library Archival Collection Manager Judith Todman will facilitate the project team's access to the Latimer Family Papers collection. Todman has worked to help LLHM gain a full understanding of the QPL collection over the years and has been assisting with the long-term loan from QPL for LLHM's new permanent exhibition.

Project Resources

The expected project duration is 24 months. Over the two-year grant period, work time allocated will be 3,500 hours for the Collections Digitization Manager, 100 hours for the Digitization Specialist, 100 hours for Project Historian, 576 hours for intern(s).

Grant funds needed to accomplish project goals are (1) funding for the contract position of Collections Digitization Manager at 35 hours per week for two years; (2) service fees for the Digitization Specialist in Year 1; (3) support for transportation, lodging, and daily expenses for the Collections Digitization Manager and Project Historian to survey special collections at other institutions; (4) \$3,000 per year for travel to attend IMLS-designated meetings.

LLHM will contribute (1) funding for implementation and annual subscription fees for PastPerfect in both years of the project; (2) staff time for project oversight, financial management, reporting, website updates and digital product promotions to the public, as well as for recruitment, training and supervision of intern(s); (3) compensation for intern(s); (4) acquisition of a document scanner; (5) Honorarium for historian advisors; (6) additional digitization cost in Year 2.

Evaluation and Tracking Progress

The project team will establish goals for the number of physical records processed each month, taking into account time required to scan larger physical files, photographing large 3D objects, and to record more extensive metadata, and unknown conditions that may emerge. The plan will also set standards for the quality, consistency, and completeness of digitization, including file names, storage, and metadata. The Collections Digitization Manager will test these measures prior to digitization and will be responsible for tracking progress, using an Excel spreadsheet to report the number of files scanned, objects photographed, and metadata recorded each week. The Project Director and Collections Digitization Manager will meet bi-weekly to review the status of the project, effectiveness of work methods, budget status, and progress toward goals.

In addition, the Project Director will report progress to the Board of Directors at the bi-monthly board meetings for the governance body to exercise oversight. Success will also be measured by the number of updated collections records made available online through the PastPerfect public database and the online exhibition component. Records with updated information will be promoted on LLHM's social media sites and online engagement with these postings will be monitored.

Upon the public launch of the database, LLHM's entire team of six staff members will first help test the public-facing platform offered by PastPerfect. In Year 2, LLHM will conduct external surveys among stakeholders and general audiences to collect feedback on the public-facing database. Throughout the rest of the project period, the team will continue collecting and analyzing feedback in order to make ongoing adjustments to the database as needed.

3. Project Results

Intended Results

The project's intended results are to share a more expansive, accessible knowledge with those who engage with our Museum in-person or virtually. For those who intend to visit, they will be given a sneak peek of what they will encounter when they come across the new permanent exhibit and for those who are unable to make it to the Museum, they will still be able to immerse themselves in an experience of understanding and witnessing who Lewis Latimer was and what was important to him and his family. More people will have digital access to the collections that connect to a crucial figure of American history. In keeping up with the physical site's policy, the online collections platform will uphold its easy no-to-low-cost access to the exhibition to ensure that more members of the public foster a learning and understanding of history, as well as knowledge sharing with one another. They will be able to observe a glimpse into the intricately multi-faceted life Lewis Latimer lived and what he valued, as well as what his

family valued. The results will ensure that there will always be a public digital archive to reference the versatile life of Lewis Latimer. The results will also ensure that those seeking to know about this daring legacy will have a deliberate place to be pointed to and learn new information along the way. Through these results, the space constraint will make way for the digital expansion of understanding and processing information.

As a result of our project, our target group will be further empowered to take innovation into their own hands and appreciate the intersections of science and art. Our target group will be imbued with the experiences and knowledge of Lewis Latimer and be able to spread the word to others in conversation, in lesson plans, podcasts, and in a plethora of other forms, which will encourage more visitors to come to the Museum and to visit our website to check out our digital collection. This collection will serve as an accessible guide to both avid students and educators while doing projects, writing essays, and identifying Lewis Latimer as an underrepresented figure. This project will promote more research and understanding of Latimer's legacy, a legacy often misunderstood and not widely recognized. Currently, there is a lack of documentation and study on Lewis Latimer and this platform will serve as a central source of information that will continue to be built upon and updated. Our target group will better understand the interconnectedness of what we create and innovate and how it can directly impact those we know and those we will never meet.

Digitizing both the collections included in the upcoming permanent exhibition and the collections that the Museum has access to, through other organizations, will improve the access and management of these collections by making space for more exchanges of knowledge and learning in a hybrid context and promoting longevity of the history. As technology continues to advance and shift, what the Museum offers will advance and shift in conjunction. Considering that the Museum's new exhibition will lean into more tech-forward interactive displays, it is important that it takes the next step to meet a wider range of visitors and participants in the present while continuing to uplift such an important historical legacy. As Lewis Latimer was a crucial innovator in so many sectors, the Museum should also follow in his footsteps and push beyond its former bounds of cultural, scientific, and historical inquiry and service.

Products

Using the PastPerfect database, the Museum will create a searchable online exhibition and collection catalog, as well as related primary source materials held at other institutions to implement onto its online website for public use and exploration. To engage with PastPerfect moving forward, the Museum staff will have documented procedures at their disposal, primarily developed by the Collections Digitization Manager. A list of resources for future digitization projects and partnerships will also be produced as a result of this project. Using this list, the Museum will be able to consider and devise further digitization plans to make sure that the digital platform is continuously updated with any new information directly pertaining to Lewis Latimer and his family's vision and legacy.

Sustained Project Benefits

This digital collection will be the first of its kind for LLHM and to keep it going, the Museum will conduct annual tech maintenance as part of its overall website management, ensuring that the database is kept up-to-date and without errors that may obstruct online visitor experience. After the duration of the initial project is complete, the Museum will maintain usage of PastPerfect for ongoing collections management. LLHM will also continue to build upon its list of resources, gathered through communications with and visits to other related institutions, to keep current the goal of further digitization and interpretation.

Lewis Latimer House Museum

Digitization of New Permanent Exhibition & Collections Catalog

Digital Products Plan

Type

LLHM intends to create digital documentation of still images, artworks, drawings, and other objects such as tools, furniture, and a commemorative jacket from its own collections and the Latimer Family Papers at the Queens Public Library. The Museum will work with an experienced collections digitization specialist to capture high-resolution photographs of each three-dimensional artifact in these collections. The project team will also produce high-resolution scans of Latimer's drawings, documents, and historical photographs in TIFF files. There will be a small number of audio files from the museum's new, upcoming interactive poetry machine showcasing Lewis Latimer's poems that will be included as part of the public-accessible digital assets online, along with viewable, historical video footage of the house being moved from its former site to its present site, and interview footage of Latimer's granddaughter, Winifred Latimer Norman, reflecting on the life and contributions of her grandfather. The audio and video file formats are determined by the exhibition design team who will optimize the formats for public interaction as part of the new exhibition's interactive display with a consideration for online sharing. All the digitized items of the collections will be searchable and each item accompanied by a brief description and metadata. These assets will be organized on the PastPerfect platform.

Availability

All of LLHM's digital products will be available to all members of the public for viewing and study free of charge. The Museum will recruit a Collections Digitization Manager, who will work to implement the collection management software, PastPerfect, for Museum uses. After an agreed-upon system of metadata logging is established and the items from both the exhibition and Queens Public Library's Latimer Family Papers Collections are digitized and imported to PastPerfect, the database will be published on the LLHM website for public use and study. It will remain openly available to the public after the project ends. The online database will be searchable in a variety of ways.

Access

Text, images, illustrations and other intellectual property in the collections database are protected by copyright and other restrictions belonging to the Lewis Latimer House Museum and, where appropriate, the Queens Public Library. Users may download, print, or store portions of the database protected by copyrights held by Lewis Latimer House Museum for personal, educational or noncommercial purposes in accordance with the terms of the Creative Commons License. Users must include copyright information and the credit line with the content. Any use of such content for commercial purposes other than fair use as defined by law, must be requested

and permission received in writing from Lewis Latimer House Museum. Modifying or altering the content in any way is prohibited.

Where the Museum has determined, to the best of its ability based on available information, that the content is unlikely to be protected by copyright interests and, in all likelihood, is in the public domain, it will use the phrase “no known copyright restriction” in the “copyright” metadata field. The user will remain responsible for determining what additional permissions are needed.

Because digital assets and object information recorded in the database during the proposed project are intended to document historic resources, no privacy concerns are anticipated.

Sustainability

The products will remain available to the public on the PastPerfect database beyond the grant-funded project period. LLHM conducts annual website maintenance which will include the digital exhibition content and the PastPerfect database published on the Museum website. LLHM plans to allocate \$2,000 - \$3,000 of its budget annually to dedicate to the maintenance of the digital assets and collections management database system.

After the grant period ends, LLHM will consider the resource list compiled from the project and the next steps suggested by the Collections Digitization Manager for potential further digitization activities in collaboration with other institutions. As the Museum staff continue their ongoing research, new information will be added to the PastPerfect database and become easily available to online viewers and the general public. The Communications Manager will promote any new resources made available on this platform through LLHM’s social media accounts and among community partners.

Applicant Name: Lewis Latimer House Museum

Project Title: Digitization of New Permanent Exhibition & Collections Catalog

Performance Measure	Data We Will Collect (e.g., counts, costs, weights, volumes, temperatures, percentages, hours, observations, opinions, feelings)	Source of Our Data (e.g., members of the target group, project staff, stakeholders, internal/external documents, recording devices, databases)	Method We Will Use (e.g., survey, questionnaire, interview, focus group, informal discussion, observation, assessment, document analysis)	Schedule (e.g., daily, weekly, monthly, quarterly, annually, beginning/end)
Effectiveness: The extent to which activities contribute to achieving the intended results	<p>Example: At the end of each month, using a report prepared by the registrar, we will compare the cumulative count of rehoused objects against the total number proposed for the project.</p> <p>Example: At the end of each project year, our external consultant will present results of the ongoing observation-based evaluation and compare them against our intended project results.</p>			
	<p>At the end of each month, the LLHM Project Staff will evaluate the progress of the digitization process by documenting how many items are digitized and documenting how many more items remain to be digitized. The Project Staff will take into account the time required to scan larger files, photograph large 3D objects, and to record more extensive metadata when establishing goals for the number of items per month. At the end of each project year, the digital project team will evaluate how much progress has been made and present a report of the results of the evaluation in comparison against the intended project results. Success will also be measured by the number of updated collections records made available online through the PastPerfect public database and the online exhibition component. Records with updated information will be promoted on LLHM's social media sites and online engagement with these postings will be monitored. The plan will also set standards for the quality, consistency, and completeness of digitization, including file names, storage, and metadata. The Collections Digitization Manager will test these measures prior to digitization and will be responsible for tracking progress, using an Excel spreadsheet to report the number of files scanned, objects photographed, and metadata recorded each week.</p>			
Efficiency: How well resources (e.g., funds, expertise, time) are used and costs are minimized while generating maximum value for the target group	<p>Example: Twice per year, we will assess our expenditures for program supplies on a per-person-served basis.</p> <p>Example: Each quarter, we will calculate the dollar value of volunteer hours contributed to the project as recorded in our online volunteer management system.</p>			
	<p>Each quarter, we will assess our expenditures for the project against the original project budget. Each quarter, we will also calculate the dollar value of staff time contributed to the project against the cost share plan. In addition, the Project Director will report progress to the Board of Directors at the bi-monthly board meetings for the governance body to exercise oversight.</p>			
Quality: How well the activities meet the requirements and expectations of the target group	<p>Example: At the beginning, the mid-point, and end of the project, we will administer a satisfaction survey to staff who have participated in the training.</p> <p>Example: We will gather opinions about our online services through questionnaires provided to every 20th user.</p>			
	<p>Upon the public launch of the database, LLHM's entire team of six staff members will first help test the public-facing platform offered by PastPerfect. In Year Two, LLHM will conduct external surveys among stakeholders and general audience members to collect feedback on the public-facing database. Throughout the rest of the period, the team will continue collecting and analyzing feedback in order to make ongoing adjustments to the database as needed.</p>			

Timeliness: The extent to which each task/activity is completed within the proposed timeframe	<i>Example: Every six months, our Project Director will assess the fit between our proposed Schedule of Completion and actual activity completion dates.</i> <i>Example: Each quarter, each project partner will submit to our Project Director a templated report showing their progress on meeting project milestones.</i>
	The Project Director and Collections Digitization Manager will meet bi-weekly to review the project's status, effectiveness of work methods, the budget status, and the overall progress towards project goals. At the close of each quarter of the two-year duration, the LLHM project staff will check in with the actual progress of the project against the Schedule of Completion to ensure that the project is on track within its timeframe.