



INSTITUTE *of*
Museum and Library
SERVICES

Performance and Accountability Report

Fiscal Year 2015

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Performance and Accountability Report – Fiscal Year 2015

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Message from the Director of the Institute of Museum and Library Services, Kathryn K. Matthew

I am pleased to present the FY 2015 Performance and Accountability Report for the Institute of Museum and Library Services. The goals of our strategic plan focus our activities on creating a nation of learners by preserving and providing broad public access to collections and content; and promoting policies that ensure robust library, museum, and information services for all Americans. We continue to make great strides on all strategic fronts as museums and libraries work to connect people, services and resources and extend their role as “community anchors” that are key to revitalizing neighborhoods and communities.

This past year, we have worked with libraries and museums to reach underserved and at risk populations in new and exciting ways.

We’ve taken steps to improve access so that every child enrolled in school has the ability to receive a library card. We’ve worked closely with public and private partners to provide digital resources, such as e-books, to students from low-income families. Working with the museum sector, we launched a pilot to allow low-income families to visit participating museums for a nominal fee.

We continue our commitment to STEM learning knowing the significant role it plays in developing a culture of innovative and entrepreneurial thinking. STEM learning projects are integral to the communities we serve from towns of less than 10,000 to cities of over 8,000,000. We have strengthened the digital capacity of libraries and museums by updating both social and technical infrastructure. We have continued to build upon our successful partnerships with federal agencies, private funders and non-profits to enhance our ability to create a nation of lifelong learners, and we continue to improve the grant-making process to allow for more efficiencies and innovations in the way we serve our library and museum community.

IMLS is an outstanding steward of federal funds, and we continue to look for ways to achieve even greater impact on library and museum services throughout the United States with the ultimate goal of enhancing access of essential information and helping to instill a habit of lifelong learning and discovery.

I look forward to our continued efforts, partnerships, and strong connections with the museum and library fields.

Respectfully submitted,



Kathryn K. Matthew, PhD
Director

1. Management's Discussion and Analysis (MD&A)

A. IMLS Overview

IMLS's five-year strategic plan, published in January 2012, closely aligns with the Museum and Library Services Act, as revised in December 2010.

The law recognizes the importance of enlisting libraries and museums in achieving policy outcomes in education, cultural preservation, early learning, and workforce development. It also recognizes the federal role in this effort and charges IMLS with advising the President and Congress on library, museum, and information services; conducting policy research, analysis, and data collection to analyze national needs for and trends in library, museum, and information services; and supporting a wide range of programming that impacts the lives of millions of Americans.

The complete IMLS Strategic Plan is available at www.ims.gov/plan.

To increase accountability and ensure continued focus and progress, we have established cross-agency teams to assess and streamline administrative and programmatic investments and develop work plans to implement the strategic plan.

B. Vision

IMLS has a vision of a democratic society where communities and individuals thrive with broad public access to knowledge, heritage, and lifelong learning.

C. 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.

D. Strategic Goals

Strategic Goal 1: 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.

Strategic Goal 2: IMLS promotes museums and libraries as strong community anchors that enhance civic engagement, cultural opportunities, and economic vitality.

Strategic Goal 3: IMLS supports exemplary stewardship of museum and library collections and promotes the use of technology to discover knowledge and cultural heritage.

Strategic Goal 4: IMLS advises the President and Congress on plans, policies, and activities that sustain and increase public access to information and ideas.

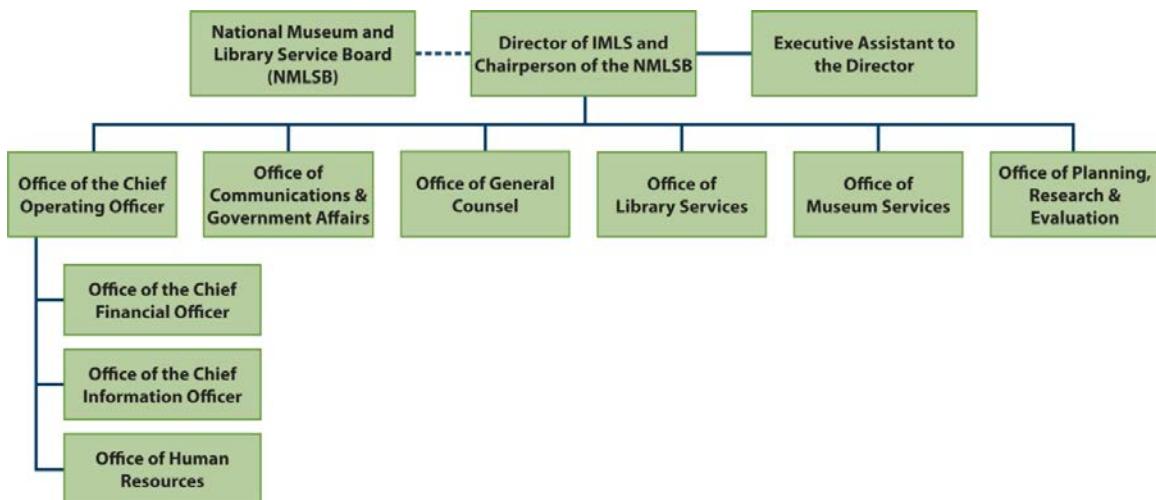
Strategic Goal 5: IMLS achieves excellence in public management and performs as a model organization through strategic alignment of IMLS resources and prioritization of programmatic activities, maximizing value for the American public.

E. Organizational Structure

IMLS, an independent federal agency established in 1996, brings together federal library programs established in 1956 and federal museum programs established in 1976. The agency supports library and museum services in the United States by:

- administering grant programs including population-based state formula grants for libraries, peer-reviewed competitive discretionary grants, cooperative agreements, and partnerships that support both libraries and museums;
- conducting policy research, analysis, and data collection that extend and improve the nation’s museum, library, and information services; and
- developing interagency collaborations that use our museums and libraries to achieve national policy.

IMLS is led by a director who is a presidential appointee confirmed by the Senate and advised by the National Museum and Library Services Board (NMLSB). The NMLSB is a twenty-three-member advisory body that includes the IMLS director, the deputy director for libraries, the deputy director for museums, and twenty presidentially appointed individuals with expertise in, or commitment to, library or museum services. Based on its knowledge and experience, the NMLSB advises the IMLS director on general policy and practices and helps with the selections for the National Medals for Museum and Library Service.



F. IMLS Model for Evidence-Based Program Design

Step 1: Build Evidence

Over the past four years, IMLS has improved its capacity to monitor grant program investments and measure 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 lessons learned from grant making, national initiatives, and policy research to inform future investments, share best practices, and build organizational capacity across the library and museum sectors. Staff from each of the agency's program and operational units work on the plan's implementation,

Step 2: Act on Evidence

IMLS program staff possesses significant experience in museum and library services and the research and evaluation of informal learning organizations. IMLS regularly reviews its grant and project portfolios to increase administrative efficiency, monitor program performance, and develop more targeted grant guidelines. At the earliest stage of the grant process, library, museum, and education sector professionals perform a two-tiered peer review of applications to assure that project proposals follow best practices. All grantees report on their projects annually and on project outcomes at the conclusion of the grant period. 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. Finally, IMLS is redesigning its grant reporting systems to emphasize better outcome reporting.

Agency staff has worked closely with State Library Agencies to build and pilot a new program reporting system to collect consistent outcome measures across all projects for all states. IMLS is funding innovations in practice through small challenge grants to museums and libraries. For example, the Sparks! Ignition Grants program provides \$10,000 to \$25,000 for libraries, museums, and archives to test and evaluate service innovations.

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

Step 3: Evaluate Effectiveness

IMLS worked to improve evaluation capacity of the field through guidance materials and technical assistance to individual grantees on a project-by-project basis. While many grantees found the technical assistance valuable, the strategy was not effective at documenting lessons learned.

The agency will now emphasize program-level performance assessment, and is monitoring efficiency and performance in its museum and library service grant programs. In addition to

funding third-party program evaluations, IMLS is working with its stakeholders to develop more detailed program plans and assessment protocols.

Step 4: Support Knowledge Diffusion

Improving evaluation practices without communicating results does little to improve museum and library services. Thus, IMLS requires all grantees to share findings through publicly accessible publications, conference presentations, journal articles, and/or association websites. In addition, it is developing a new suite of performance reports that will collect standardized data on project practices and outcomes so IMLS can compare across grant programs. IMLS also requires that all research grantees include data access plans.

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

IMLS's strategic plan builds on the agency's 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 discussions with stakeholders through meetings and online, using social media tools.

Since the plan's adoption, IMLS has revised its project and program activities to align with the plan's strategic goals.

G. Scope of Responsibilities

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 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.

Grants to States

Process

The IMLS Library Grants to States program awards population-based formula grants to each State Library Administrative Agency (SLAA) in the 50 States, the District of Columbia, the Commonwealth of Puerto Rico, the U.S. Virgin Islands, American Samoa, Guam, and the Commonwealth of the Northern Mariana Islands. 20 U.S.C. § 9131. The formula consists of a minimum amount set by law plus a supplemental amount based on population (dependent on annual appropriations). 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 and \$60,000 for Pacific Territories. The Act limits administrative costs at the state level to four percent and requires a 34 percent match from non-federal state or local funds. Programs and services delivered by each SLAA support the purposes and priorities set forth in the Library Services and Technology Act (LSTA). SLAAs set goals and objectives for their states regarding the use of Grants to States funds within the statutorily required five-year plan approved by IMLS. These

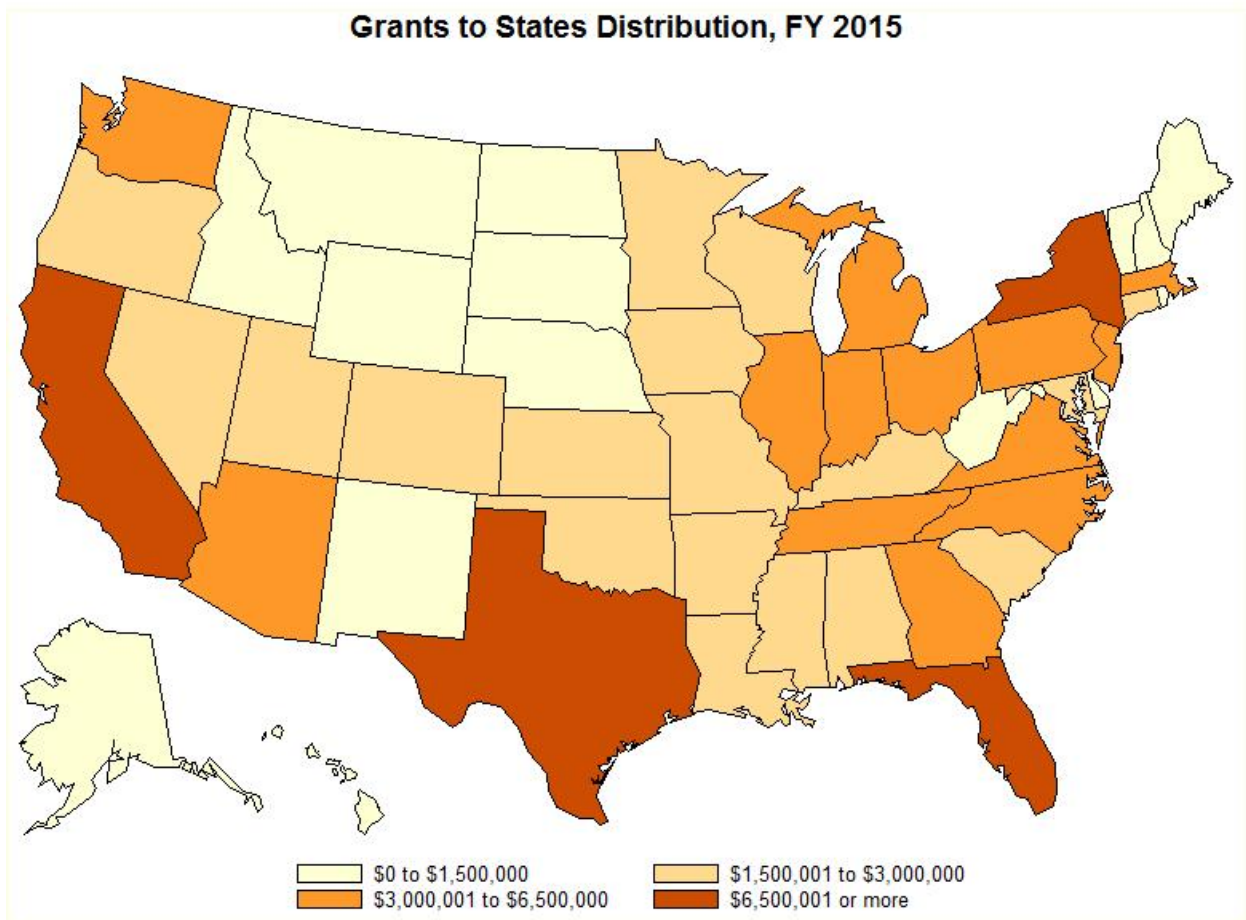
goals and objectives are determined through a planning process that includes statewide needs assessments.

Use of Funds

SLAAs may use their funding for:

1. expanding services for individuals of all ages 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
3. providing training and professional development to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services; and recruiting future professionals to the field;
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 low-income children
7. developing library services that provide access to information through local, State, regional, national, and international collaborations and networks; and
8. carrying out other activities as described in the state library administrative agency's plan.

20 U.S.C. § 9141.



Note: This chart is based on FY 2015 information for the Grants to States program. Shaded states are those states that redistributed all or a portion of these funds within the state through sub-grants to local institutions. Total funds were \$154,848,000.

Support for Pacific Territories and Freely Associated States

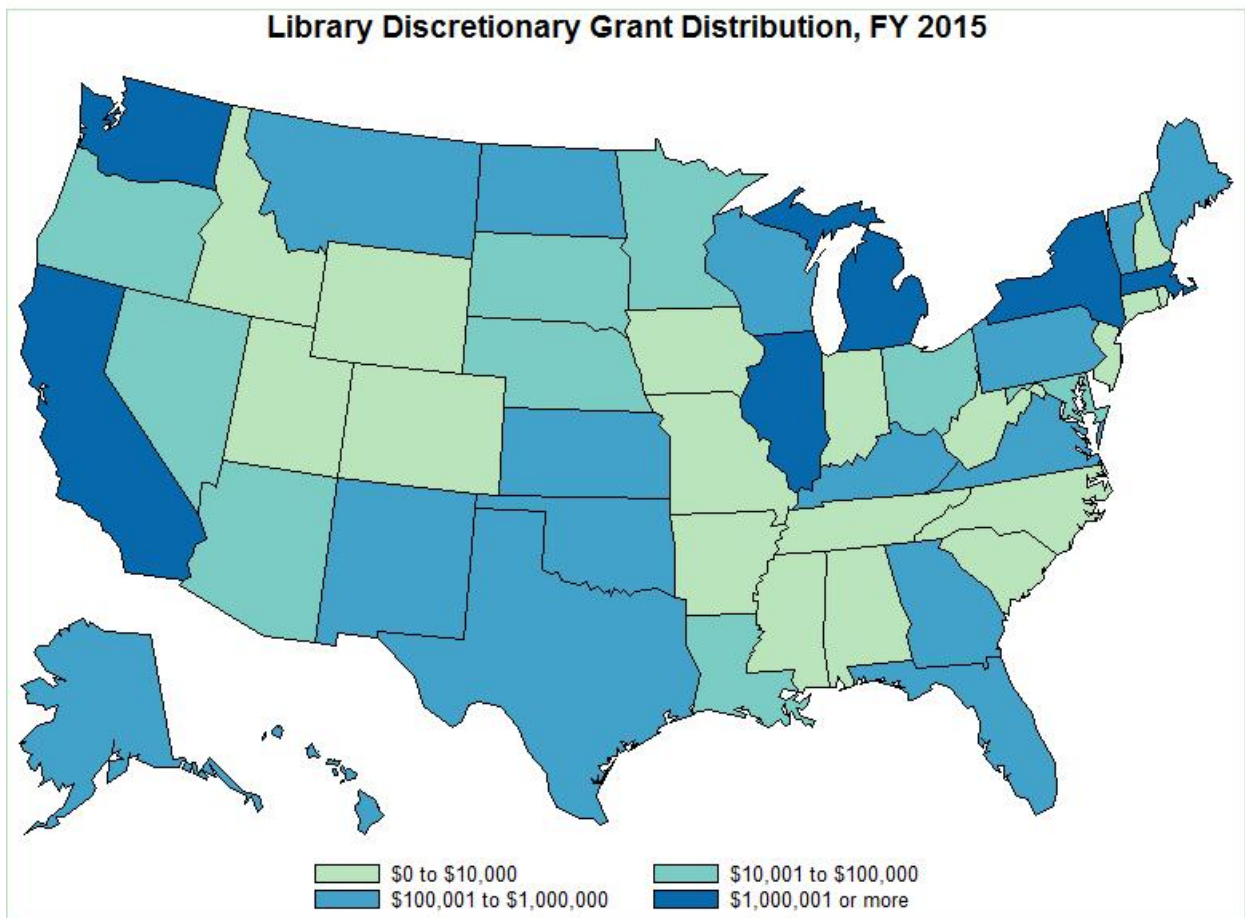
Grants to the Pacific Territories and the Freely Associated States (FAS) are authorized under a Special Rule, 20 U.S.C. § 9131(b)(3), which authorizes a small competitive grants program in the Pacific region and the U.S. Virgin Islands. There are seven eligible entities: Guam (GU), American Samoa (AS), 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. Up to five percent of this program’s funding is set aside for Mid-Continent Research for Education and Learning (McREL) to facilitate the grants review process. These projects support the LSTA purposes.

Discretionary Grants

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

National Leadership Grants (20 U.S.C. § 9162) support activities such as:

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 equally among eligible applicants and may support existing library operations and maintain core library services. The Native American Library Services Enhancement Grant program is competitive and can be used for existing library services or to implement new services. Native Hawaiian Library Services grant projects are competitive and may be used for existing library services or to implement new library services. These programs support the same types of activities as the Grants to States program.

The Laura Bush 21st Century Librarian Program is also a competitive grant program. The statutory purposes (20 U.S.C. § 9165) 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.

IMLS Grants to Libraries in 2015

Grants to States

	Number of awards	Funds awarded	Awardee match
Grants to States	56	\$154,594,410	\$79,444,916
Competitive Grants for Pacific Territories, Freely Associated States and the Virgin Islands	7	\$240,000	\$73,755*

*only includes match from the Freely Associated States; no match is required from the Territories.

Total for all Discretionary Programs

Number of applications	Number of awards	Funds requested	Funds awarded	Awardee match
715	314	\$144,436,489	\$25,510,227	\$16,384,916

By Program

Laura Bush 21st Century Librarian Program

Number of applications	Number of awards	Funds requested	Funds awarded	Awardee match
121	35	\$ 37,496,967	\$ 9,609,274	\$6,191,918

National Leadership Grants for Libraries

Number of applications	Number of awards	Funds requested	Funds awarded	Awardee match
267	27	\$ 98,127,827	\$11,566,610	\$9,005,403

*Sparks! Ignition Grants for Libraries*¹*

Number of applications	Number of awards	Funds requested	Funds awarded	Awardee match
66	21	\$ 1,507,357	\$473,343	\$502,862

*Native American/Native Hawaiian Library Services Program**

	Number of applications	Number of awards	Funds requested	Funds awarded	Awardee Match
Basic Grants (non-competitive)	214	214	\$1,567,000	\$ 1,582,000	N/A
Enhancement Grants	42	13	\$ 5,019,951	\$ 1,731,000	\$580,173
Native Hawaiian	5	4	\$ 717,387	\$ 550,000	\$104,560
Total	261	231	\$ 7,304,338	\$ 3,861,000	\$684,733

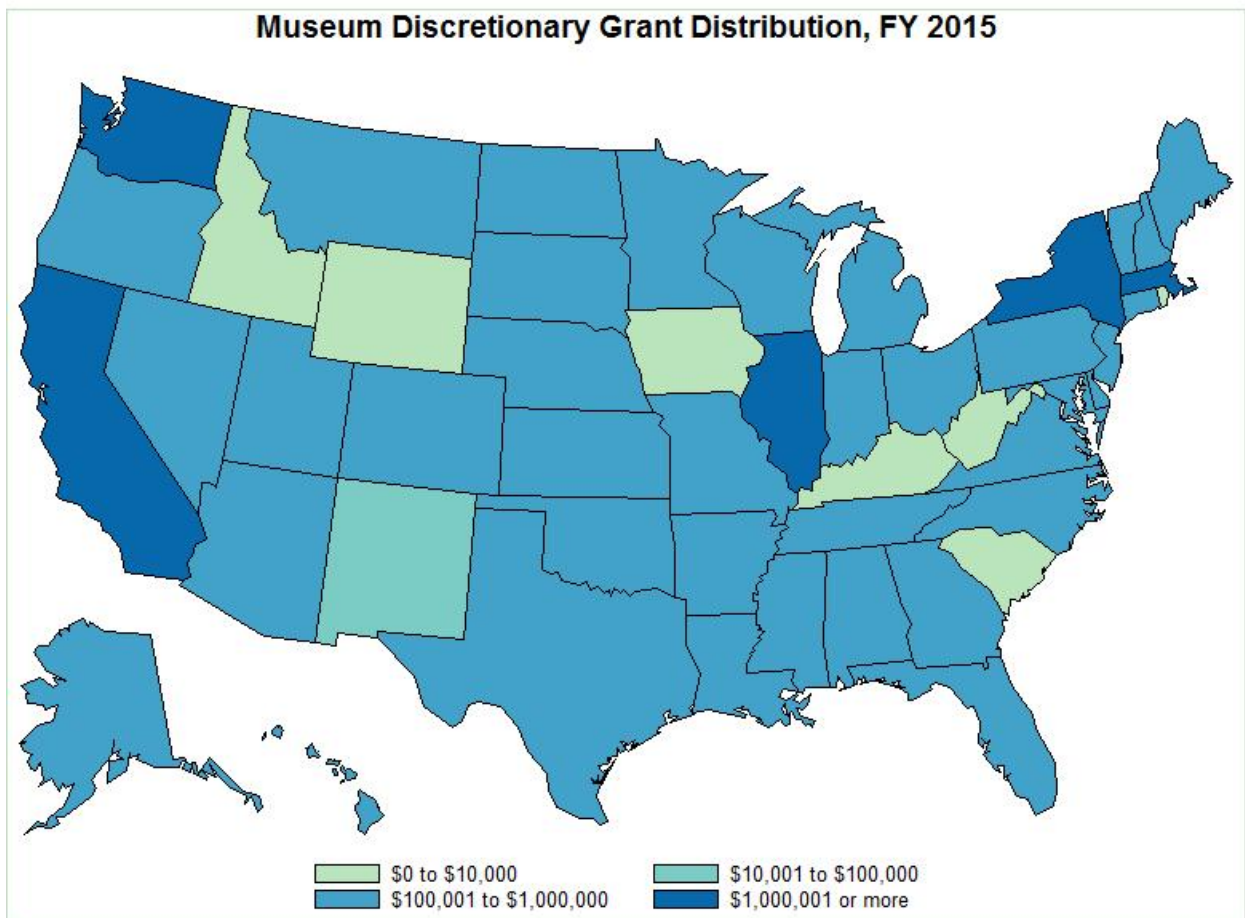
*Matching funds are not required for these programs.

¹ Sparks! Ignition Grants for Libraries are an initiative under the National Leadership Grants Program and are funded by the NLG program.

Museum Services

The Museum and Library Services Act (20 U.S.C. § 9171 et seq.) authorizes the IMLS Office of Museum Services to

1. encourage and support museums in carrying out their public service role of connecting society to the cultural, artistic, historical, natural, and scientific understandings that constitute our heritage;
2. encourage and support museums in carrying out their educational role;
3. encourage 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. assist, encourage, and support museums in carrying achieving the highest standards in conservation and care of the cultural, historic, natural, and scientific heritage of the United States;
5. assist, encourage, and support 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. support resource sharing and partnerships among museums, libraries, schools, and other community organizations;
7. encourage and support museums as a part of economic development and revitalization in communities;
8. ensure museums of various types and sizes in diverse geographic regions of the United States are afforded attention and support; and
9. support efforts at the State level to maximize museum resources and services.



Discretionary Grants

The Office of Museum Services offered four discretionary grant programs in FY 2015.

The Museums for America program supports projects that strengthen museums as active resources for lifelong learning, vital components of livable communities, and as good stewards of the nation's collections.

National Leadership Grants for Museums support projects that address challenges or needs of the museum field, have broad impact, and the potential to advance practices in the profession so that museums can improve services to the American public. The Sparks! Ignition Grants for Museums initiative offers a special opportunity within the National Leadership Grants for Museums program to expand and test the boundaries of museum services and practices.

The Native American/Native Hawaiian Museum Services program supports the capacity of Native American tribes and organizations that primarily serve and represent Native Hawaiians to

sustain heritage, culture, and knowledge through exhibitions, educational services and programming, professional development, and collections stewardship.

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 grant opportunities for African American museums for improving operations, care of collections, and development of professional management, and for providing internship and fellowship programs.

IMLS Grants to Museums in 2015

Total

Number of applications	Number of awards	Funds requested	Funds awarded	Awardee match
698	266	\$81,590,600	\$30,264,855	\$37,229,020

By Program

Museums for America

	Number of applications	Number of awards	Funds requested	Funds awarded	Awardee match
Learning Experiences	245	91	\$27,769,737	\$10,339,048	\$18,222,407
Community Anchors	65	19	\$6,853,257	\$1,981,291	\$2,774,668
Collections Stewardship	211	92	\$19,280,499	\$7,886,766	\$8,949,509
Total	521	202	\$53,903,493	\$20,207,105	\$29,946,584

National Leadership Grants for Museums

	Number of applications	Number of awards	Funds requested	Funds awarded	Awardee match
Learning Experiences	34	9	\$11,421,642	\$3,571,705	\$2,866,268
Community Anchors	16	5	\$5,351,419	\$1,773,593	\$1,481,445
Collections Stewardship	17	6	\$5,076,084	\$2,241,872	\$594,578
Total	67	20	\$21,849,145	\$7,587,170	\$4,942,291

*Sparks! Ignition Grants for Museums**

Number of applications	Number of awards	Funds requested	Funds awarded	Awardee match
40	6	\$ 921,019	\$139,580	\$64,730

*Native American/Native Hawaiian Museum Services Program**

Number of applications	Number of awards	Funds requested	Funds awarded	Awardee match
32	21	\$1,522,883	\$924,000	\$421,373

Museum Grants for African American History and Culture

Number of applications	Number of awards	Funds requested	Funds awarded	Awardee match
38	17	\$ 3,394,060	\$1,407,000	\$1,854,042

* Matching funds are not required for these programs.

²Sparks! Ignition Grants for Museums are an initiative under the National Leadership Grants Program and are funded by the NLG program.

Museum and Library Cooperative and Interagency Agreements

IMLS has numerous cooperative and interagency agreements to support and enhance agency priorities and services to the library and museum community:

Sundance Film Forward

Sundance Institute – Park City, UT

Film Forward is an international touring program designed to enhance greater cultural understanding and dialogue in both the United States and abroad by engaging underserved audiences, particularly 18-24 year olds, through the exhibition of films, workshops, and conversations with filmmakers. It is an initiative of the President’s Committee on the Arts and Humanities and the Sundance Institute, supported by IMLS, the NEA, and the NEH.

Integrating Early Learning Activities with State Systems

The BUILD Initiative - Boston, MA

The BUILD Initiative was launched in May 2002 by a consortium of private foundations. Its aim is to stimulate public investments in early learning and help coordinate programs, policies, and services for young children. BUILD and IMLS have a year-long effort to integrate museums and libraries into statewide early childhood systems.

Learning Labs Community of Practice

National Writing Project - Berkeley, CA

The National Writing Project (NWP) is a professional development network that reaches more than 100,000 teachers across the country. With IMLS support, NWP has partnered with the Association of Science-Technology Centers (ASTC) to build an open online Community of Practice (CoP) to expand access to peer-driven professional learning for educators both in and beyond the current network of Learning Labs, originally funded by IMLS and the MacArthur Foundation. Launched in January 2015, the YOUmedia Network CoP connects educators in libraries, museums, community organizations, and schools, and is free and open to share, learn, engage in discussions, and contribute resources and materials. More than 170 members have engaged in ongoing webinars, resource development activities, and cross-site support discussions. The NWP plans to expand the community in the next year and offer targeted resources and learning opportunities that support the creation and development of learning labs sites.

Clinic Networks and Early Learning

Reach Out and Read, Inc. – Boston, MA

IMLS funded Reach Out and Read to develop *Prescription for Success*, a year-long project aimed at helping more families benefit from museum and library services that foster literacy development in young children. As a national nonprofit organization comprised of doctors and nurses who encourage family reading habits, Reach Out and Read will explore new ways doctors and their staff can collaborate with museums and libraries. It will also survey and document current partnerships between its network and libraries and museums, create an online toolkit of best literacy practices, and further develop statewide library and museum collaborations in Colorado, Connecticut, and South Carolina.

Open Source eBook Platform

New York Public Library – New York, NY

The New York Public Library (NYPL), in close collaboration with the Digital Public Library of America (DPLA), and 19 partner libraries and library consortia from across the country will use IMLS funds to expand and provide outreach for the Library Simplified open source eBook platform. Through this work, the partners aim to unify and improve the eBook borrowing and

reading experience for library users across the country. The project directly supports technology development and implementation of the Open eBooks initiative, an effort to make eBooks available to children and youth from low-income families. The project also supports a broader strategy to enhance open source software tools for public library systems across the country to provide access to eBooks.

One Card Convening

Urban Libraries Council – Washington, DC

The Urban Libraries Council (ULC) will identify strategies and define models for barrier-free access to learning for kids, from Universal Library Card adoption to fully integrated municipal One Card systems. On April 30, 2015, President Obama issued the ConnectED Library Challenge calling upon library leaders to work with their mayors, school leaders and librarians to create or strengthen partnerships so that every child enrolled in school can receive a library card. In response, ULC successfully rallied over 30 public libraries and their communities to answer the challenge. To ensure success, the cooperative agreement will identify and share leading practices for adoption of universal or one card systems. ULC will also describe and document successful programs and models so that other cities and counties across the United States can successfully implement a program that ensures a library card in every student's hand.

Sustaining and Advancing Indigenous Cultures

Association of Tribal Archives, Libraries, and Museums – Oklahoma City, OK

The Association of Tribal Archives, Libraries, and Museums (ATALM) will provide two annual conferences with continuing education programs targeted to the needs of tribal archivists, librarians, and museum staff; and will conduct a survey of tribal archives, libraries, and museums, followed by a report documenting activities, challenges, and needs. Funded activities will contribute to improving the informational, educational, and cultural programs and services available to the nation's 4.5 million indigenous peoples, and \$150,000 of award funds will be used to support conference scholarships.

Digital Skills for Digital Librarians

Mozilla Foundation – Mountain View, CA

The Mozilla Foundation, in collaboration with The Technology and Social Change Group (TASCHA) at the University of Washington Information School, will refine and launch an open source curriculum, training, tools, and credentials for a library audience to learn web literacy skills and develop digital competencies. The project intends to empower library staff to provide patrons with opportunities to develop the digital skills they need for better success in such areas as education, workforce development, and civic engagement. The project will first identify core digital literacy badges for library professionals that include technical and 21st century skills aligned with Mozilla's Web Literacy Map. The team will pilot the resources in five public library systems representing geographic, demographic, and experiential diversity. Emphasis will be placed on underserved communities, and populations will be selected for testing. In addition, one

school of library information studies will also be selected to test curriculum, training, and credentials.

Performance Partnership Pilots for Disconnected Youth

U.S. Department of Education - Washington, DC

IMLS is one of six federal agencies contributing to Performance Partnership Pilots (P3), a newly authorized federal program. Other participating agencies include the U.S. Departments of Education, Labor, Health and Human Services, and Justice, as well as the Corporation for National and Community Service. From the first year's applicant pool, agencies are announcing up to ten pilots from states, localities, tribal governments, and their partners to test strategies for reaching "disconnected youth." The initiative allows awarded pilots to blend funds that they already receive from participating agencies, request waivers around those federal funds, and receive supplemental start-up grants of up to \$700,000. The P3 program is intended to break down silos and improve educational and workforce outcomes for disconnected youth. There has been interest from the library sector in the first year, and work on the second year P3 competition, to which IMLS contributed FY 2015 funds, is underway.

Museum Assessment Program

American Alliance of Museums - Washington, DC

The Museum Assessment Program (MAP) helps museums assess their strengths and weaknesses, and plan for the future. A MAP assessment requires the museum staff and governing authority to complete a self-study. Following the study, a site visit is conducted by one or more museum professionals, who tour the museum and meet with staff, governing officials, and volunteers and produce a report evaluating the museum's operations, making recommendations, and suggesting resources. Three types of MAP assessments are offered: Organizational; Collections Stewardship; and Community Engagement. In FY 2015, the Museum Assessment Program received 123 applications and funded 111 museums in 40 states.

Museums for All

Association of Children's Museums-Arlington, VA

The Association of Children's Museums is working with IMLS to establish a nationwide museum access program that encourages visitation at all types of museums. Piloted with children's museums and, if successful, eventually expanding to include all types of museums, *Museums for All* will invite low-income families to visit participating museums for a nominal fee. By promoting affordable museum experiences, ACM and IMLS can encourage families of all backgrounds to visit museums regularly, building lifelong museum habits that bolster museums' role as community anchors.

National Arts and Humanities Youth Program Awards

President's Committee on the Arts and the Humanities - Washington, DC

The National Arts and Humanities Youth Program Award is the Nation's highest honor for out-of-school arts and humanities programs in museums, libraries and other youth-serving

organizations. The awards recognize and support excellence in programs that open new pathways to learning, self-discovery, and achievement for young people.

National Book Festival

The Library of Congress – Washington, DC

This effort supports the Library of Congress National Book Festival’s “Pavilion of the States,” which highlights the work of State library agencies and regional library services. Representatives from State Libraries and Centers for the Book across the country interact with festival attendees (adults and children) and provide information on their state’s literary heritage and its local libraries, book festivals, activities dedicated to promoting local authors and reading, and careers and opportunities in library and information science. The “Pavilion of the States” is one of the most highly attended activities at the National Book Festival with a diverse audience of families, teachers and students.

Chief Officers of State Library Agencies (COSLA) – Lexington, KY

This grant funds the participation of representatives from throughout the United States and the U.S. territories in the National Book Festival. Representatives use this opportunity to talk about the enormous variety of reading programs around the country and the critical role of libraries in the community.

National Digital Stewardship Residency Program

The Library of Congress – Washington, DC

The program, administered by the Library of Congress and supported by IMLS, allows ten recent master’s program graduates in relevant fields to complete a nine-month residency at various institutions in the Washington, D.C. area. Accepted residents attend an intensive two-week digital stewardship workshop at the Library of Congress. Thereafter, residents move to a host institution to work on significant digital stewardship projects.

In collaboration with the Library of Congress, the IMLS developed the National Digital Stewardship Residency (NDSR) to give recent library and information school graduates practical experience in digital curation projects. All ten members of the first NDSR cohort received jobs in the field by the end of the residency. IMLS and the Library renewed the project in 2014 for two more cohorts. IMLS funded similar NDSR programs in Boston and New York. These efforts will increase the capacity of the library and archives professions to manage, preserve and provide access to the nation’s cultural heritage in digital formats.

National Medal for Museum and Library Service: StoryCorps Recordings

StoryCorps - Brooklyn, NY

This Cooperative Agreement highlights the contributions that IMLS National Medal for Museum and Library Service award winners have made to their communities. A team from StoryCorps visits each award winner and conducts interviews with community members about how the library or museum affected their lives.

National Student Poets Program

Alliance for Young Artists and Writers – New York, NY

Along with the NEA on behalf of the President’s Committee on the Arts and Humanities, this agreement supports the National Student Poets Program, a national initiative that highlights the work of young poets for a national audience. The program also tries to inspire other young people to excellence in their creative endeavors and showcase the role of writing and the arts in academic and personal success.

Maker/STEM Education Support for 21st Century Community Learning Centers

Exploratorium - San Francisco, CA

The Exploratorium worked with IMLS and the Department of Education to develop and deliver STEM-rich making and tinkering programs for elementary school-aged children in a select set of 21st Century Community Learning Centers (CCLC). Professional development, activities, tools, and other resources were provided to support programming in 25 sites in five states.

STEM Video Game Challenge

Joan Ganz Cooney Center at Sesame Workshop - New York, NY

This award helped museums and libraries in the 2013 STEM Video Game Challenge, sponsored by the Joan Ganz Cooney Center and other funders, by holding workshops at 20 institutions for youth to develop students’ ability to participate in the Challenge. IMLS also sponsored the 2014 STEM Video Game Challenge.

Supporting Making in Museums and Libraries

Children’s Museum of Pittsburgh-Pittsburgh, PA

Supporting Making in Museums and Libraries is designed to build the capacity of libraries and museums to develop effective maker spaces and related programs for learning. Working with the Exploratorium, Maker Education Initiative, Chicago Public Library and North Carolina State University Library, the Children's Museum is developing a framework to guide the development of effective maker spaces, supported by a website, downloadable publication, and additional tools and resources.

Interagency Collaboration

The Museum and Library Services Act (20 U.S.C. § 9103) authorizes the IMLS Director to support interagency collaboration:

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.

The Act also authorizes the Director to coordinate the policies and activities of IMLS with the policies and activities of other agencies and offices of the Federal government having interest in or responsibilities for the improvement of museums, libraries, and information services. The statute expressly requires the Director to coordinate with other agencies to improve literacy through school libraries and through programs supported by the Head Start and Workforce Investment Acts. It also authorizes the Director to ensure that IMLS policies and activities are coordinated with federal programs and activities that increase the capacity of libraries and museums to participate in economic and community development, education and research, improving digital literacy skills, and disseminating health information.

IMLS has a wide range of interagency partnerships, including advancing broadband adoption, coordinating early learning activities, supporting the effective delivery of workforce development services, and distributing federal information impacting the health and well-being of Americans.

Policy Research, Analysis, Data Collection, and Dissemination

The Director of IMLS is authorized (20 U.S.C. § 9108) to conduct policy research, analysis, and data collection annually with (1) state library administrative agencies; (2) national, state, and regional library and museum organizations; (3) other relevant agencies and organizations.

20 U.S.C. § 9108 also mandates that IMLS should:

1. identify national needs for and trends in museum, library, and information services;
2. measure the impact and effectiveness of museum, library, and information services including the impact of federal programs authorized under this chapter;
3. identify best practices; and
4. develop plans to improve museum, library, and information services 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. IMLS is committed to supporting highly diversified perspectives, methods, and researchers to advance museum and library and information services research.

Over the past fiscal year the policy research office made more IMLS data available to the public. The agency developed a data portal that allows non-technical users to access and analyze IMLS data and create charts, graphs and maps. The site also provides an application program interface

(API) for every data set in the catalogue, which allows developers easier access to IMLS data to share data across distinct applications and platforms.

H. Summary of Strategic Goals, Objectives & Results

Libraries and museums are tremendous national assets with infrastructure, expert staff, technology and collections. IMLS has four priorities: 1) integrating the early learning work in libraries and museums with comprehensive early learning strategies; 2) preparing libraries and museums to lead in the maker space movement; 3) establishing federal partnerships to serve citizens better; and 4) improving accountability and outcome reporting for the Grants to States program.

Early Learning

Libraries and museums have a long history of serving young children and are crucial to early learning

In FY 2015, IMLS:

- Awarded \$2,605,391 in museum and library discretionary grants for early learning programming. This builds upon an estimated \$8.5 million investment by IMLS in 2013 and 2014.
- IMLS made a grant of \$250,000 to Reach Out and Read to develop and launch *Prescription for Success*, a year-long project aimed at helping more families benefit from museum and library services that foster literacy development in young children. In addition to surveying the field and developing a toolkit, Reach Out and Read will further develop statewide library and museum collaborations in three pilot states: Colorado, Connecticut, and South Carolina.
- Continued collaborating with BUILD to create deliberate connections between the efforts of museums and libraries and those of early childhood systems builders in five pilot states: Arizona, Georgia, Michigan, Pennsylvania and Washington. A toolkit based on this work is forthcoming.
IMLS advised Mind in the Making (MITM), a program of the Families and Work Institute (FWI), on the report *Brain-Building Powerhouses: How Museums and Libraries Can Strengthen Executive Function Life Skills*. This report outlines the important role museums and libraries can play in supporting the development of executive function skills in young children.

STEM Education and Makerspaces

IMLS helps libraries and museums to deliver 21st Century skills. Combining strengths in traditional and digital learning, libraries and museums are well-positioned to build the skills

Americans need in the 21st century. IMLS made 65 awards totaling \$9,576,768 to support STEM programming in museums and libraries in FY 2015. This builds on previous grants of \$23 million in 140 STEM related projects in FY 2013-2014.

In FY 2015, IMLS launched a cooperative agreement with the Exploratorium to engage STEM-rich science institutions to deliver STEM-based maker activities in after-school settings at 21st Century Community Learning Centers. Funded through an interagency agreement with the Department of Education, the project provided training for educators, built stronger relationships with museums and schools, and delivered programming to a total of 25 sites in five states—California, New York, Texas, Florida, and Pennsylvania.

An award to the Association of Science-Technology Centers is funding a pilot project to help science centers find new ways to introduce youth in low-income neighborhoods to STEM educational programming and STEM workplace opportunities. The participating science centers will benefit from the work of VISTA volunteers in compiling data about the reach of existing science center STEM programs and will identify target community organizations that could help the centers increase their capacity to reach low-income youth.

“Supporting Making in Museums and Libraries,” an initiative with the Children’s Museum of Pittsburgh, the San Francisco Exploratorium, the North Carolina State University Libraries, and the Chicago Public Library continues to develop a framework for guiding the development and refinement of effective maker spaces that support learning in museums and libraries. The project is producing an online publication and other resources that will be disseminated broadly to the field.

IMLS supported work by the National Writing Project (NWP) to create a Learning Labs Community of Practice. With \$296,964 in support from IMLS in 2014 and a supplement of \$62,000 in 2015, NWP partnered with the Association of Science-Technology Centers (ASTC) to build an open online Community of Practice (CoP) to expand access to peer-driven professional learning for educators both in and beyond the current network of Learning Labs. Launched in January 2015, the YOUmedia Network CoP connects educators in libraries, museums, community organizations, and schools, and is free and open to share, learn, engage in discussions, and contribute resources and materials.

IMLS and the Mozilla Foundation are helping libraries and museums to collaborate with other community organizations to host maker parties—volunteer-led events that teach web literacy through play and hands-on making. This partnership is to teach the culture, mechanics, and citizenship of the web—key skills for the future. Mozilla trained 100 librarians and museum professionals via online training as digital literacy skills trainers.

Federal Partnerships

Americans depend upon libraries and museums to deliver a wide range of public services.

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

IMLS was one of three federal agencies in 2015 (along with NASA and the National Park Service) that collaborated with the U.S. Department of Education around its 21st Century Community Learning Center (CCLC) program, the largest out-of-school program in the nation. The initiative will expand programs and benefit more underserved students in sites nationwide. Specifically, IMLS partnered with the Exploratorium, the San Francisco-based science museum with a history of innovation in maker education, to increase Science, Technology, Engineering, and Mathematics (STEM) programming for underserved students in sites nationwide. Beginning in spring 2015, the Exploratorium introduced students at 25 21st CCLC sites in communities in California, Florida, New York, Pennsylvania, and Texas to STEM-rich making and tinkering activities, building on the growing maker movement. It also supported local networks of science museums and youth serving programs so they can work directly with the 21st CCLC sites.

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

In 2013, the U.S. Citizenship and Immigration Services (USCIS) signed a memorandum of understanding with IMLS pledging to support local libraries' services to new immigrants. More than 55 percent of people who immigrated to the United States within the last 15 years use the public library at least once a week and more mock naturalization interviews take place at public libraries than at any other community institution. In FY 2014 and FY 2015 IMLS worked with USCIS to conduct a webinar series to help librarians meet the needs of new immigrants and to provide libraries with resources on citizenship and immigration. To date, ten webinars have been held with over 900 total attendees, covering a range of USCIS products and services of interest to libraries.

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

In 2015 IMLS continued working with the Office of Career, Technical, and Adult Education (OCTAE) at the U.S. Department of Education to encourage effective collaborations between libraries and federally funded adult education programs. The goal of this joint effort is to enhance the skills, employability, and quality of life of youths and adults with low skills. In 2015 IMLS and OCTAE conducted a series of webinars. IMLS also works with the Employment and Training Administration (ETA) of the U.S. Department of Labor, to address workforce

development challenges. In October 2014, IMLS, ETA, and OCTAE presented a webinar to libraries around the new Workforce Innovation and Opportunity Act (WIOA) and discussed ways that public and community college libraries could receive funding for employment skills training and job search.

In June 2015, representatives from USCIS, CFPB, OCTAE, and ETA participated in an IMLS Focus convening for library leaders and professionals entitled, “Engaging Communities.” One purpose of the meeting was to highlight federal partners, and a white paper summarizing the meeting and its takeaways was published in September.

IMLS’s Office of Planning, Research and Evaluation continued to help the FCC’s Office of Strategic Planning and Policy Analysis to understand how IMLS data might inform the FCC’s E-rate Modernization Planning. This analysis revealed a significantly larger E-rate take-up rates than had been reported in previous studies or by the FCC itself.

IMLS participates in the International Visitor Leadership Program (IVLP) run by the U.S. Department of State, Bureau of Educational and Cultural Affairs, which brings international visitors to the U.S. to learn about cultural organizations. As part of the program, IMLS met visitors from a number of countries in 2015, including Uzbekistan and Brazil.

As part of an ongoing partnership with the National Endowment for the Arts, IMLS participated in the May 2015 Summit on Creative Aging in America: A Pre-Conference to the 2015 White House Conference on Aging. This preconference addressed needs related to lifelong learning and the arts and viable federal government solutions.

IMLS works with federal agencies through the Partners in Tourism initiative—advancing the nation’s National Tourism Strategy and spotlighting the role of cultural heritage organizations in supporting economic development through tourism.

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

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

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

In 2015, IMLS partnered with the Congressional Maker Caucus to organize the first Capitol Hill Maker Faire on June 11, 2015, a celebration of making in the Nation's Capital, which was held in conjunction with the National Week of Making. It was a fun and interactive event for members of the public, including members of Congress and their staff. Preceding the faire, there was a

series of panel discussions with leaders of the Maker movement discussing its impact on the economy, education, and community development. Additionally, IMLS program staff actively participate in an interagency working group focused on advancing making that is organized by the White House Office of Science and Technology Policy.

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

Measuring Success

The Grants to States program is 73 percent of the agency's budget and can help fund library innovation and using evidence from that innovation to other states. IMLS is working with 16 pilot states to redesign program-reporting protocols. The new reporting system will organize program information using consistent, standardized metrics and use a new national taxonomy of program activities, making it easier for states to report and help IMLS to compare and contrast performance across states.

I. Brief Analysis of Financial Statements

Underlying the agency's many programmatic achievements is its commitment to organizational excellence and sound financial management. IMLS has a fiduciary and stewardship responsibility to manage its federal funds effectively and efficiently and comply with federal financial management guidance. As part of this responsibility, the agency prepares annual financial statements in accordance with Generally Accepted Accounting Principles (GAAP). The principal financial statements have been prepared to report the financial position and results of operations for IMLS. The FY 2015 financial statements and accompanying notes are presented in accordance with OMB Circular A-136, *Financial Reporting Requirements*, and are shown in comparative formats.

To ensure the integrity and reliability of the annual financial statements, IMLS subjects them to an annual independent audit.

Figure 1 below summarizes the IMLS financial position in FY 2015. Figure 2 summarizes the FY 2015 grant award obligations by Strategic Goal.

Figure 1: IMLS FY 2015 Financial Position

The significant change from the prior year in the liabilities below is attributable primarily to the grant accrual amount decreasing due to the cumulative impact of slightly lower annual funding

levels from prior years resulting in less outstanding awards to accrue for. The percentage decrease to the assets, the net position, and the net cost of IMLS were insignificant in FY 2015.

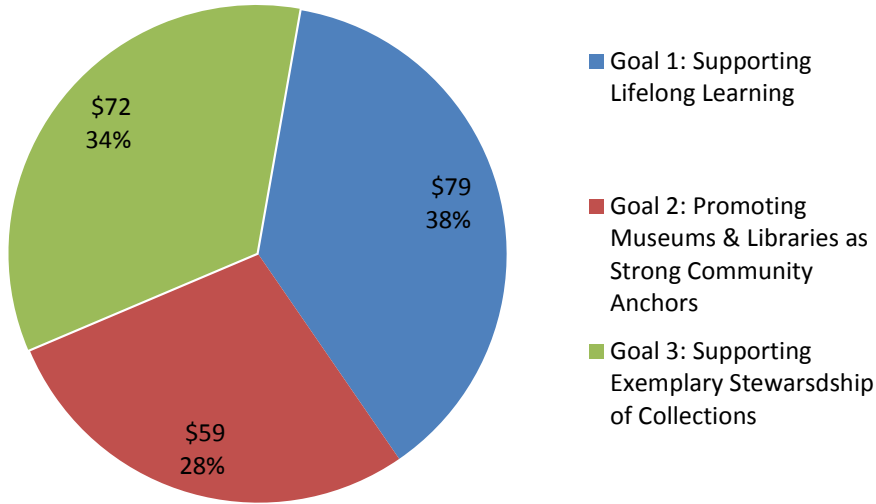
Net Financial Condition	FY 2015	FY 2014	Increase/ (Decrease)(\$)	Change (%)
Assets	\$285M	\$288.8M	(\$3.8M)	(1.3%)
Liabilities	\$40.3M	\$45.2M	(\$4.9M)	(10.84%)
Net Position	\$244.7M	\$243.6M	\$1.1M	.45%
Net Cost	\$224.4M	\$225.4M	(\$1M)	(.44%)

Stewardship Investments

IMLS investments in research and development yield long-term benefits to public. IMLS has invested research funding in the development of a redesign of the Grants to States Program Reporting (SPR) system. In FYs 2015 and 2014, these costs amounted to \$.217 million and \$.146 million, respectively.

Figure 2: FY 2015 Grant Obligations

FY 2015 Grant Awards issued by Strategic Goal (\$ in millions)



J. Limitations of Financial Statements

IMLS has prepared the principal financial statements to report the financial position and results of operations of the entity, pursuant to the requirements of 31 U.S.C. 3515(b). While the statements have been prepared from the books and records of the entity in accordance with Generally Accepted Accounting Principles (GAAP) for federal entities and the formats prescribed by the Office of Management and Budget (OMB), the statements are in addition to the financial reports used to monitor and control budgetary resources which are prepared from the same books and records.

K. Management Assurances

Overall Internal Control

IMLS recognizes the importance of establishing and maintaining adequate controls over its programs and administrative functions. Management continues to evaluate and modify existing controls – and establish new ones as appropriate – to ensure accountability of federal funds and resources. IMLS also recognizes technology can enhance effectiveness and efficiency and ensure an adequate degree of internal control and compliance with applicable laws and regulations.

Consistent with operating procedures and pursuant to the Federal Managers' Financial Integrity Act of 1982 (FMFIA), the Chief Financial Officer requested each office head to conduct an internal review of their activities to identify possible deficiencies in management controls. IMLS senior executives closely reviewed these plans and provided written statements of their findings. The results are reported here, within the agency's FY 2015 Performance and Accountability Report, consistent with the provisions of the Reports Consolidation Act of 2000. Based on the review process described above, IMLS provides the following assurances:

IMLS management is responsible for establishing and maintaining effective internal control and financial management systems that meet the objectives of the Federal Managers' Financial Integrity Act (FMFIA). IMLS conducted its assessment of the effectiveness and efficiency of operations and its compliance with applicable laws and regulations in accordance with OMB Circular A-123, *Management's Responsibility for Internal Control*. Based on the results of this evaluation, IMLS can provide reasonable assurance that its internal control over the effectiveness and efficiency of operations and compliance with applicable laws and regulations as of September 30, 2015 was operating effectively and no material weaknesses were found in the design or operation of the internal controls.

Internal Control over Financial Reporting

IMLS conducted an assessment of the effectiveness of internal control over financial reporting, which includes safeguarding of assets and compliance with applicable laws and regulations, in accordance with OMB Circulars A-123, *Management's Responsibility for Internal Control*, and A-136, *Financial Reporting Requirements*. Based on the results of this evaluation and the audit report on our financial statements, IMLS can provide reasonable assurance that its internal control over financial reporting as of September 30, 2015 was operating effectively and that no material weaknesses were found in the design or operation of the internal control over financial reporting.

Dr. Kathryn K. Matthew
Director, IMLS

2. Measuring Performance: Key Results for 2015

A. Performance Goals, Objectives and Assessments

1. Assessing Progress in Meeting Goal 1 Objectives

Strategic Goal 1: 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 understand relevant events and trends, develop perspective and judgment, remain current in their occupations, and

update their skills. Everyone is welcome at our nation’s libraries and museums, giving these institutions the capacity to reach underserved audiences and to develop learning experiences in every discipline, including science, engineering, and business, and basic literacy in digital, health, and financial literacy.

Through their collections, exhibits, programs (onsite, offsite, and online), and partnerships, these institutions provide opportunities for lifelong, “life-wide” learning from young children to adults.

The chart summarizes progress in meeting the goal’s objectives.

Objective 1.1: Invest in projects that provide inclusive and accessible learning opportunities to individuals of diverse geographic, cultural, special needs, and socioeconomic backgrounds.	Met
Objective 1.2: Support communities of practice that draw on current research and evaluation literature to develop effective informal and formal learning experiences in museums and libraries.	Met
Objective 1.3: Facilitate partnerships among museums, libraries, and other education providers to expand learning opportunities for the public.	Met
Objective 1.4: Support the training and development of museum and library leadership to meet the needs of diverse publics in a rapidly changing environment.	Met

IMLS has demonstrated its commitment to supporting accessible programs targeted at underserved communities has developed tools to share best practices, worked with other groups. IMLS supports professional development of the library and museum workforce by analyzing past efforts and developing new models for sharing the results.

Objective 1.1: Invest in projects that provide inclusive and accessible learning opportunities to individuals of diverse geographic, cultural, special needs, and socioeconomic backgrounds.

FY 2015 Associated Activities from the Strategic Plan:

- Develop consistent metrics from the program to the grant level that enable all IMLS grants to better assess their effectiveness, with special focus on inclusive and accessible learning opportunities.

FY 2015 Benchmarks and Assessing Progress:

- At least 90 percent of IMLS grantees will provide performance-based reports using consistent metrics.

FY 2015 Evidence of Progress for Objective 1.1:

Discretionary Grants

Cooperative Agreements

IMLS, the Association of Tribal Archives and Museums (ATALM), National Endowment for the Humanities, Department of Education and National Science Foundation presented a draft strategy for the preservation of native languages and cultural heritage at the 2015 annual ATALM conference in Washington, DC in September.

IMLS and the Association of Children’s Museums (ACM) want to expand access to museums for lower-income families. The project, “Museums for All,” will allow the use of electronic benefit transfer (EBT) cards to provide free or nominal admission to participating museums.

FY 2015 Grant Examples:

Association of Science-Technology Centers – Washington, DC

Award: \$147,304

Program: National Leadership Grants for Museums-Community Anchors

An award to the Association of Science-Technology Centers is funding a pilot project to help science centers find new ways to introduce youth in low-income neighborhoods to STEM educational programming and STEM workplace opportunities. The innovative project leverages the national infrastructure of the Corporation for National and Community Service’s AmeriCorps VISTA program by engaging VISTA volunteers with science centers and museums in targeted communities, including Oakland, Berkeley, and San Francisco, CA; Queens, NY; and Honolulu, HI. As part of the project, ASTC will disseminate to the museum field guidelines and resources on the use of VISTA volunteers as community organizers, as well as the knowledge, projects, and programs produced by the project.

John G. Shedd Aquarium – Chicago, IL

Award: \$90,741

Program: Museums for America-Learning Experiences

The Shedd Aquarium will develop a pilot project to identify ways the aquarium can better engage and support the needs of people who are blind or have low vision, and enable them to experience the same positive social component of the aquarium visit as sighted patrons. Working closely with the blind and low vision community, staff will test and pilot ideas and tools. Other key activities include field research, consultation with experts, community engagement, exhibit enhancements that are tactile and technology-based, and staff training. The project will produce a plan for making enhancements, toolkits and training modules for staff; programs that enhance the

Shedd experience; and stronger relations with organizations serving the blind or low vision community. Key indicators will include attendance numbers for this targeted group, measures of satisfaction among target audience before and after enhancements, results of focus groups to test and pilot ideas and tools, and qualitative interview-based information about the experience. The Shedd will apply key learnings and processes to efforts to engage other audiences with specific needs.

Tech Museum of Innovation – San Jose, CA

Award: \$149,951

Program: Museums for America-Community Anchors

The Tech Academies of Innovation will develop a STEM educator ecosystem that grows and sustains engineering education excellence in Silicon Valley's most underserved school districts. It will offer a comprehensive train-the-trainer program created by teachers for teachers to build a professional learning community for teaching innovation. The Bay Area is not producing enough talent with the necessary skills to fill the large volume of replacement jobs opening in the community in high tech. Effective STEM education is currently unevenly distributed and is especially lacking among underserved communities. Professional development for educators is critical to improving STEM education. The project will track indicators such as the attitude toward engineering of students of participating teachers, teacher confidence, teacher's understanding of the engineering design process, teacher's increase in engineering instruction, and teacher participation as active members of the community of practice.

Trustees of Tufts College, Inc. – Medford, MA

Award: \$49,870

Program: National Leadership Grants for Libraries – National Digital Platform

This planning project, led by Tufts University, will bring together experts from disability services with librarians, IT professionals, advocates, and legal counsel to develop work plans for shared infrastructure, within which universities can support their students with disabilities. Disability accommodations frequently include altering course content to make it accessible. Repository services are needed to enable schools to deposit their own accessible digital files, use files from other institutions, and reduce the number of searches required for content discovery. Using focus groups, working groups, a stakeholder colloquy, and an advisory board for guidance, the project will result in a white paper summarizing findings, a work plan for creating repository services and a paper to submit for publication. The intention is to create specifications and a business model that will complement existing platforms and services.

City of Houston – Houston, TX

Award: \$25,000

Program: Sparks! Ignition Grants for Libraries

In partnership with the Children's Museum of Houston, Houston Public Library will build on the success of the Pop Up Library program, which addresses early learning and summer reading slide, as a means to provide inclusive family centered sensory programs, services, and resources to children with special needs. Pop Up Library TOO! will help libraries address strategic goals in supporting this important, underserved, and growing population and will leverage the library's

role as a trusted community resource, convener, and strong contributor to the quality of life and serve as a model approach for partnerships with libraries to advance critical community priorities.

Native Village of Afognak – Kodiak, AK

Award: \$147,970

Program: Native American Library Services Enhancement Program

The Native Village of Afognak will focus on developing Alutiiq resources sections at the Kodiak Public and Nadia Mullan Heritage Libraries and create eight digital interactive stories called Qbooks. The work addresses needs and action steps identified at the 2014 Alutiiq Language Symposium to advance the Alutiiq language revitalization movement. The new Alutiiq language resources will expand the availability of native languages to tribal members, the Kodiak community, the surrounding six villages, and the lower 48 states.

Free Library Foundation – Philadelphia, PA

Award Amount: \$24,570

Program: Sparks! Ignition Grants for Libraries

The Free Library of Philadelphia will develop Prison Services: Expanding Opportunities for Incarcerated Parents and Their Families at Neighborhood Libraries. Prison Services focuses on meeting the immediate needs of incarcerated parents, returning citizens, and their children and families by connecting them to critical resources, literacy and workforce development programs, and supporting family connectedness. The goal is to forge long-term relationships between inmates and libraries. This one-year pilot will broaden the Free Library's relationship with the Philadelphia Prison System to incorporate two new services: Stories Alive, a family televisiting and shared reading program hosted in libraries close to participants' homes; and the dissemination of temporary library card and reentry resource packets to returning citizens on the day of their release, making the full range of library resources immediately accessible.

West Virginia University – Morgantown, WV

Award Amount: \$24,959

Program: Sparks! Ignition Grants for Libraries

West Virginia University Libraries will pilot a project that will address challenges faced by the student veteran community through campus partnerships, expanded services and the development of processes and resources tailored to these students. This includes developing a mobile website specific to the academic and personal needs of veteran students, launching a research boot camp library instruction program tailored to the needs of student veterans.

Mayville State University – Mayville, ND

Award Amount: \$24,906

Program: Sparks! Ignition Grants for Libraries

Mayville State University will enhance accessibility to and usage of STEM kits by rural area teachers and make it easier for these teachers to incorporate the kits into their curriculum planning. The importance of STEM education and how libraries can support STEM is a current focus of current library literature. However, there is a lack of research and other evidence on

cataloging and circulation of educational kits using a process that supports educator schedules, educator collaboration, and, specifically, rural educators. This project develops an innovative model for curriculum kit access, presentation, management, preservation, and sharing across rural communities.

Hartford Public Library – Hartford, CT

Award Amount: \$25,000

Program: Sparks! Ignition Grants for Libraries

In collaboration with University of Hartford’s Center for Social Research, Capital Region Education Council, and Connecticut Center for Advanced Technology, Hartford Public Library will build a digital tool that tracks teens’ non-cognitive skill development in a variety of learning spaces. The project directly addresses the need for equal access to technology and the need to minimize the opportunity gap. Additionally, the project will evaluate the efficacy of informal learning environments, particularly YOUmedia Hartford. As the number of learning labs and makerspaces in libraries continues to grow, this kind of baseline evaluation will prove valuable to sustainability efforts nationwide.

Communications

In 2015, IMLS held an Engaging Communities meeting for library leaders and professionals, with a special focus on the 25th anniversary of the Americans with Disabilities Act (ADA) and discussion around inclusive and accessible learning opportunities. As a result of this meeting, IMLS issued a white paper to help inform the field about these strategies.

Objective 1.2: Support communities of practice that draw on current research and evaluation literature to develop effective informal and formal learning experiences in museums and libraries.

FY 2015 Associated Activities from the Strategic Plan:

- Require current and future IMLS grantees to share information to improve informal learning and formal education opportunities.
- Develop stronger incentives for IMLS grantees to conduct formative and summative evaluation of informal learning and formal education projects, aligned with evaluation plans of the affected IMLS programs.
- Assess progress and develop recommendations to guide future strategies for IMLS investments to further Americans' opportunities to better pursue lifelong learning and formal education through museums and libraries.

FY 2015 Benchmarks and Assessing Progress:

IMLS has achieved these benchmarks. The "Measuring Success" initiative which identifies best practices in informal learning and shares that information with all State Library Administrative Agencies (SLAAs), was rolled out to all states, DC, PR and VI (95%) in FY 2015. The three remaining Territories will be introduced to the framework in FY 2016. Standard formats for interim and final reports for discretionary grants are being used by 100% of grantees and require identification of best practices, formative and summative assessments.

FY 2015 Evidence of Progress for Objective 1.2:

Library Grants to States

The "Measuring Success" initiative identifies common service areas, including formal and informal learning, and measures their impact. IMLS worked with 16 SLAAs to share effective practices and report lessons learned using the new system, and another 37 were trained on the framework behind the new system in FY 2015. In addition to webinars, IMLS held a convening for all states around this topic in April 2015, in which pilot states were paired with non-pilots in mentor relationships.

Cooperative Agreements

With a grant of \$425,192 the Children's Museum of Pittsburgh and the North Carolina State University Library, the Exploratorium, Chicago Public Library, and the Maker Education Initiative, is creating a framework for effective maker spaces for learning in museums and libraries along with a downloadable publication and other resources to support both existing and emerging makerspaces.

With a grant of \$148,482 the National Writing Project (NWP) will develop and support the Learning Labs Community of Practice. NWP is a professional development network that reaches

more than 100,000 teachers NWP will use these funds to help teachers adapt, extend, and contribute to the curricula, program models, digital tools, and other prototypes of YOUmedia/Learning Lab programs funded by IMLS and the MacArthur Foundation.

The National Writing Project (NWP), a professional development network that reaches more than 100,000 educators in formal and informal settings, is working to expand the model and practices of the YOUmedia Learning Labs network across the United States. With IMLS support, NWP has partnered with the Association of Science-Technology Centers (ASTC) to build an open online Community of Practice (CoP) to expand access to peer-driven professional learning for educators both in and beyond the current network of Learning Labs, originally funded by IMLS and the MacArthur Foundation. Launched in January 2015, the YOUmedia Network CoP connects educators in libraries, museums, community organizations, and schools, and is free and open to share, learn, engage in discussions, and contribute resources and materials. More than 170 members have engaged in ongoing webinars, resource development activities, and cross-site support discussions. The NWP plans to expand the community in the next year and offer targeted resources and learning opportunities that support the creation and development of learning labs sites.

IMLS entered into a cooperative agreement with the Office of Policy and Analysis at the Smithsonian Institution (SI OP&A) to develop a new web-based tool about evaluation. The tool will be publicly available through the IMLS website and will aid IMLS grantees, applicants, and museum and library professionals in developing evaluation strategies for their programs and projects. The tool will summarize evaluation methodology in non-technical language and point individuals to useful evaluation materials. SI OP&A is aiding IMLS in identifying and summarizing resources through interviews and an exploratory survey with IMLS grantees, staff, and experts in the field to develop a new evaluation resource web page on the IMLS site. Target users will be library and museum sector applicants and grantees, particularly from smaller agencies where evaluation resources and capacity is limited. These resources will be open to all website visitors and are expected to have appeal beyond direct grantees.

The National STEM Video Game Challenge is a national competition aimed at supporting community youth, especially those who are underserved to learn and practice videogame design skills. In 2015, this cooperative agreement with the Joan Ganz Cooney Center helped museums and libraries with targeted outreach, 20 workshops, national promotion, and documentation/evaluation activities in support of developing students' ability to participate in the Challenge, which attracted some 5,000 entries from across the United States. Over 500 students attended IMLS workshops, which early findings' suggest supported students' STEM learning and team-work skills while building local institutions' STEM capacity. IMLS served as the National Community Program Sponsor.

Funding from IMLS and the National Endowment for the Humanities supported a May 2015 convening to explore the potential for crowdsourcing to broaden the reach of a diverse array of institutions. Lead organizers included Dartmouth College and the University of Maryland-College Park, with additional support from the Alfred P. Sloan Foundation. The meeting, "Engaging the Public: Best Practices in Crowdsourcing across the Disciplines," brought together

over 60 stakeholders from the humanities, sciences, and cultural heritage domains to share their experiences managing digital projects that invite contributions from virtual volunteers. As the capstone to a related series of IMLS-funded workshops, this event helped shape the Crowd Consortium for Libraries and Archives (CCLA), a forum that enables a national conversation about the most pressing needs and challenges regarding crowdsourcing in the cultural heritage domain.

Discretionary Grants

IMLS revised its instructions for applications for discretionary museum grants to request information that demonstrates how the proposed activities, technologies, and /or methodologies are informed by appropriate theory and practice.

Communications

IMLS uses its website and social media platforms to promote and share project outcomes. Through its blog, feature stories on successful grantees and active twitter and Facebook accounts, IMLS engages thousands of museums and library professionals. The agency has more than 10,000 fans on Facebook, nearly 12,000 Twitter followers, and thousands of subscribers to both the UpNext blog and the monthly newsletter, Primary Source. In September 2015, IMLS launched a website redesign. It addressed the agency's growing number of audiences and expanding role, and was designed to enhance the agency's mission, increase accessibility, and simplify the ability to manage content.

FY 2015 Grant Examples:

National Art Education Association – Reston, VA

Award: \$499,804

Program: National Leadership Grants for Museums-Learning Experiences

The National Art Education Association and the Association of Art Museum Directors will conduct the first major national study in the United States on the impact of single-visit programs to art museums on K-12 students. This project will qualitatively and quantitatively explore how engaging directly with original works of art within the distinctive physical setting of art museums nurtures skills and capacities among students. The partners will finalize the research study design, complete a literature review, test research protocols, select sites for the study, carry out data collection and processing at six selected museums and associated classrooms, analyze the data, develop and disseminate the final report, write a user's guide, and hold a symposium to share findings. The project will result in research-based understanding of the benefits of single visit art museum programs for children in grades 5-8, public and field-wide discussion about the value of art museums to young people, advocacy tools, increased research-based decision making, and the identification of new questions to research.

Brookfield Zoo – Brookfield, IL

Award: \$131,488

Program: Museums for America-Learning Experiences

The Brookfield Zoo will explore innovative ways to use blogs and social media to engage audiences in environmental actions and measure their engagement. The project focuses on fostering pro-environmental actions that address global environmental issues, climate change, and sustainable seafood. The zoo will crowdshare environmental conservation action by inviting the public within virtual social networks to spread awareness of environmental issues and conservation actions alongside an animal-persona driven blog and social media postings. The socially encouraging learning environment will support participants in overcoming psychological barriers to participation in pro-environmental actions. The Brookfield Zoo will share project findings with zoos and aquariums to help them design new ways of engaging the public with topics closely related to their animal collections and missions.

Lawrence Hall of Science, University of California – Berkeley, CA

Award: \$149,616

Program: Museums for America-Learning Experiences

The Lawrence Hall of Science will improve its capacity to meet the needs of families with children who are English Language Learners (ELLs) by embedding effective practices in science and literacy integration into its public programming. The education of English Language Learners is generally considered the state's greatest educational challenge, and in the San Francisco Bay Area, the primary geographic area served by the Hall, 21 percent of students are ELLs. The project will result in the integration of effective strategies and literacy supports into the museum's three main public programs, and in the creation of a set of design principles that will inform a program and exhibit master planning process. The design principles will be shared with the field with the goal that families of all linguistic backgrounds will be given the opportunity to engage in activities that can support the growth of interest and build a sense of competence in science.

Urban Libraries Council – Washington, DC

Award: \$95,203

Program: Laura Bush 21st Century Librarian Program – Collaborative Planning Grant

The Urban Libraries Council and the national consulting firm Metropolitan Group will convene a National Forum on measuring the impact of public library summer learning programs in advancing critical educational goals in local communities for school-aged youth. Over the course of 12 months, The National Forum on Effective Summer Learning Initiatives in Libraries will develop a broad conversation on the need to build the knowledge, training, and capacity of libraries to frame and measure the effectiveness of their summer learning programs for school-age youth in public libraries. The project will engage organizations invested in preventing summer learning loss, research experts, and public library leaders engaging this issue from across diverse communities.

University of Washington – Seattle, WA

Award: \$384,587

Program: Laura Bush 21st Century Librarian Program -- Continuing Education

The University of Washington's project ConnectedLib will support public librarians serving teens and, indirectly, young adult patrons who stand to benefit from librarians' transformed practices. The project brings together faculty members from the library and information science (LIS) schools at the University of Washington and University of Maryland and public library partners to develop a suite of professional development resources aimed at building public librarians' capacity to leverage digital media and connected learning principles to promote 21st century skills among the youth they serve. The public library partners are Providence Public Library, Seattle Public Library, and Kitsap Regional Library.

Amherst College – Amherst, MA

Award: \$49,765

Program: National Leadership Grants for Libraries – National Digital Platform

Amherst College, in conjunction with the Association of Tribal Archives, Libraries, and Museums, the Mukurtu project, and the Digital Public Library of America, will work together to develop a framework for sharing, exploring, and visualizing Native-authored library and archival collections. The project will bring together Native Studies scholars; Native librarians; tribal historians; representatives from libraries with large Native-authored collections; metadata, digital humanities, and user interface specialists; and technologists to expand and improve culturally appropriate access to Native digital collections and to create collaborative digital humanities scholarship that accurately represents Native American intellectual networks.

COSLA, Inc. – Lexington, KY

Award: \$95,200

Program: Laura Bush 21st Century Librarians Program -- Continuing Education

The Chief Officers of State Library Agencies (COSLA) will enable libraries to take full advantage of the opportunities for transformation provided by the FCC's E-rate Modernization Orders. COSLA will evaluate possible support program changes, such as consultation service and training needs of new State Library Administrative Agencies staff, based on a cross-state review of needs. The Georgia Public Library Service, acting in conjunction with the American Library Association's E-Rate Task Force, will implement a clearinghouse for best-of-breed information, documentation, and best practices to serve as an information resource and to stimulate a national community of practice around libraries and E-rate.

Vermont Department of Libraries – Montpelier, VT

Award: \$339,861

Program: National Leadership Grants for Libraries -- Learning Spaces in Libraries

The Vermont Department of Libraries will partner with the Vermont Center for the Book (VCB) and the Montshire Museum of Science to develop the Vermont Early Literacy Initiative - STEM (VELI-STEM). This three year project will help 25 librarians learn concepts and practices essential to STEM learning and weave STEM language and ideas throughout programming for young children, parents, and community childcare providers. The librarians will incorporate

STEM learning experiences into story hours, after-school programming, displays, and Discovery Science Centers. Librarians will also have access to an online STEM clearinghouse of resources and work with community childcare providers through outreach and training programs so that providers will, in turn, introduce STEM learning experiences to the preschool children in their care.

Objective 1.3: Facilitate partnerships among museums, libraries, and other education providers to expand learning opportunities for the public.

FY 2015 Associated Activities from the Strategic Plan:

- Revise selected IMLS program and grant guidelines to incentivize the use of best practices for learning partnerships.
- Foster partnerships with other federal agencies, foundations, and the private sector that support comprehensive approaches to learning at the state and local levels.

FY 2015 Benchmarks and Assessing Progress:

- 60 percent of IMLS grantees working in partnership with formal education and other community providers will adopt identified best practices.

FY 2015 Evidence of Progress for Objective 1.3:

Cooperative Agreements

IMLS continues to partner with BUILD to integrate museums and libraries into statewide early childhood systems. Museums and libraries serve families and are valuable community assets, but many state-level efforts aimed at supporting young children's growth and development focus narrowly on formal institutions of learning and health, such as pre-kindergarten, K-12 education, and the public health system. The BUILD initiative is helping to connect libraries and museums to their educational partners.

IMLS continued partnering with BUILD to integrate museums and libraries into statewide early childhood systems to support the growth and development of children from birth to age eight with an emphasis on children from birth to age five. The partnership has supported the development of relationships across the sectors in five pilot states: Arizona, Georgia, Michigan, Pennsylvania and Washington. A toolkit based on this work is forthcoming.

In 2015, IMLS funded Reach Out and Read to develop *Prescription for Success*, a year-long project aimed at helping more families benefit from museum and library services that foster literacy development in young children. As a national nonprofit organization comprised of doctors and nurses who encourage family reading habits, Reach Out and Read will explore new ways doctors and their staff can collaborate with museums and libraries. It will also survey and document current partnerships between its network and libraries and museums, create an online toolkit of best literacy practices, and further develop statewide library and museum collaborations in Colorado, Connecticut, and South Carolina.

IMLS was one of three federal agencies in 2015 (along with NASA and the National Park Service) that collaborated with the U.S. Department of Education around its 21st Century Community Learning Center (CCLC) program, the largest out-of-school program in the nation. The initiative will expand programs and benefit more underserved students in sites nationwide. Specifically, IMLS partnered with the Exploratorium, the San Francisco-based science museum with a history of innovation in maker education, to increase Science, Technology, Engineering, and Mathematics (STEM) programming for underserved students in sites nationwide. Beginning in spring 2015, the Exploratorium introduced students at 25 21st CCLC sites in communities in California, Florida, New York, Pennsylvania, and Texas to STEM-rich making and tinkering activities, building on the growing maker movement. It also supported local networks of science museums and youth serving programs so they can work directly with the 21st CCLC sites.

IMLS is one of six federal agencies contributing to Performance Partnership Pilots (P3), a newly authorized federal program. Other participating agencies include the U.S. Departments of Education, Labor, Health and Human Services, and Justice, as well as the Corporation for National and Community Service. From the first year's applicant pool, agencies are announcing up to ten pilots from states, localities, tribal governments, and their partners to test strategies for reaching "disconnected youth." The initiative allows awarded pilots to blend funds that they already receive from participating agencies, request waivers around those federal funds, and receive supplemental start-up grants of up to \$700,000. The P3 program is intended to break down silos and improve educational and workforce outcomes for disconnected youth. There has been interest from the library sector in the first year, and work on the second year P3 competition, to which IMLS contributed FY 2015 funds, is underway.

President Obama Announces ConnectED Library Challenge

On April 30, at the Anacostia Branch of the District of Columbia Public Library, President Obama announced a new effort to strengthen student learning by improving access to public libraries. IMLS is supporting several library and non-profit partners in the ConnectED Library Challenge, which leverages the extensive resources of the nation's 16,400 public libraries to help kids develop a love of reading and discovery by making library services broadly available. As part of the challenge, more than thirty communities have committed to work to put a library card into every student's hand as soon as they enter school. Data analyzed by IMLS shows that children who visited the library during kindergarten had higher achievement scores in reading and science in third grade, particularly for children in households with low income and low parental education. IMLS, in partnership with the American Library Association and the Urban Libraries Council, will host a national convening in FY 2016 to identify and share best practices in reaching universal library card use among public school students.

FY 2015 Grant Examples:

Children's Museum – Boston, MA

Award: \$463,751

Program: National Leadership Grants for Museums-Community Anchors

Boston Children’s Museum will strengthen and expand existing regional Massachusetts networks of museums, libraries, community organizations, and the state early learning systems to support school readiness for children and families across groups and especially those in underserved communities. Family and child preparation for kindergarten is a critical element in building a strong foundation for all aspects of child development. Museums and libraries offer invaluable opportunities to address disparities in access to school readiness activities and programs. This project will support, strengthen, and sustain existing museum and library networks by identifying lead organizations within regions that will act as hubs; develop and evaluate a Collective Impact model for replication and dissemination to other states; design, prototype, and evaluate new program ideas, activities, and materials; and pilot test the replication and dissemination of successful practices. The museum will also share the details of their work and their ongoing evaluation findings with the museum field throughout the three-year project.

Harrisburg University of Science and Technology – Harrisburg, PA

Award: \$139,518

Program: National Leadership Grants for Museums-Learning Experiences

The National Center for Science and Civic Engagement (NCSCE) at Harrisburg University of Science and Technology has experience building partnerships between museums and higher education institutions and collaborating on projects that use civic challenges to engage audiences in STEM topics. This project will match established museum-higher education partners with newly developed partners to provide online mentoring that supports collaboration between formal and informal institutions and enhances the educational offerings of both. In addition to being provided with a mentor partnership, the new partners will receive professional development at a summer institute as well as assistance building evaluation into their projects. Five new museum-higher education partnerships will be supported in their development and will benefit from interacting with college students as a strategy to build audiences for the future. NCSCE will explore the feasibility of scaling up the e-mentoring program and will disseminate a paper about this effort.

ECHO Lake Aquarium and Science Center – Burlington, VT

Award: \$142,891

Program: Museums for America-Community Anchors

ECHO Lake Aquarium and Science Center will partner with three area high schools; a multi-district school change working group; and a local makerspace to involve teens in the outfitting and programming of ECHO's pending "Sustainability Park." This city-funded waterfront improvement project will include an open-air education shelter, a floating nature walk, and public art. By engaging high school students in the development of this public space, the project will bridge two primary needs essential to the community's vitality: the revitalization of a formerly industrial waterfront and the reimagining of local school systems to meet the demands of the 21st century. Project activities will directly engage 352 students, 13 teachers, and 420 community members.

Austin Children's Museum – Austin, TX

Award: \$70,670

Program: Museums for America-Learning Experiences

The Thinkery (Austin Children's Museum) will partner with Austin Public Library to implement EdExchange. This outreach program will strengthen the confidence, competence, and capacity of local librarians to lead low-income students in STEAM learning by providing hands-on experiences using modern technologies such as 3D printers and modeling software, computer coding, robotics, and digital applications. Museum staff will provide fifteen hours of professional development to six to ten librarians and will co-lead an afterschool drop-in program delivering technology-centered STEAM experiences in at least four library settings. They will further support their library partners by providing programming kits to assist in offering activities, by delivering STEAM-based programs to at least 150 underserved youth who are new to the program, and by evaluating the project's impact on librarians' confidence in using modern technology and students' acquisition of 21st-century learning skills.

Urban Libraries Council – Washington, DC

Award: \$98,500

Program: Laura Bush 21st Century Librarians Program -- Continuing Education

The Urban Libraries Council (ULC) will identify strategies and define models for barrier-free access to learning for kids, from Universal Library Card adoption to fully integrated municipal One Card systems. On April 30, 2015, President Obama issued the ConnectED Library Challenge calling upon library leaders to work with their mayors, school leaders and librarians to create or strengthen partnerships so that every child enrolled in school can receive a library card. In response, ULC successfully rallied over 30 public libraries and their communities to answer the challenge. To ensure success, the cooperative agreement will identify and share leading practices for adoption of universal or one card systems. ULC will also describe and document successful programs and models so that other cities and counties across the United States can successfully implement a program that ensures a library card in every student's hand.

Maine State Library – Augusta, ME

Award: \$493,770

Program: National Leadership Grants for Libraries -- Learning Spaces in Libraries

The Maine State Library and its partners will engage with science and technology businesses and organizations to develop opportunities for funding, expertise, and programming. This project will create a replicable model that enables state library agencies nationwide to work with public libraries to build and sustain effective informal science programming and services that prepare people to be full participants in their communities and global society. The model will advance library practice and empower public libraries to effectively connect their patrons and communities to engaging and meaningful informal science experiences, equipment (e.g. telescopes, microscopes and science kits), books, media, and the scientific community.

While the project scope was initially targeted to Maine and Massachusetts, it quickly attracted the attention of a private funder who offered to provide funds to the project team in order to include another library system in California. This is just one example of IMLS funds being leveraged toward additional investment.

University of Florida – Gainesville, FL

Award: \$491,822

Program: National Leadership Grants for Libraries -- Learning Spaces in Libraries

The University of Florida George A. Smathers Libraries in partnership with researchers at OCLC and Rutgers University will study 180 students, from primary to graduate school, working in the science, technology, engineering, and mathematics (STEM) disciplines. Using a task-based methodology, the project team study will observe students' cognition in action. They will prescreening participants using a survey; create and implement subject-based simulations using Articulate's Storyline software; use a think-aloud protocol to understand student choices, behaviors and rationale during video-recorded sessions; code and analyze qualitative and quantitative datasets; and share findings with library and educational communities. The researchers will also create workshops, webinars, and customized exercises to advance information literacy-related instruction for students in K12, community college, and university environments.

Kitsap Regional Library Foundation – Bremerton, WA

Award: \$383,389

Program: National Leadership Grants for Libraries -- Learning Spaces in Libraries

Kitsap Regional Library will build on BiblioTEC, a highly successful, collaborative, life-changing program of "STEM (Science, Technology, Engineering, Math)" education for youth, to develop, test, and deliver a ready-to-use system that empowers small and rural libraries to become community STEM leaders. Elements can be replicated individually or together to fit the needs of any library. The project features curricula for multiple participatory, hands-on STEM programs driven by interest-based projects and peer-to-peer learning; a badging module to measure meaningful 21st century career readiness outcomes; training for librarians, adult STEM volunteer mentors, and teen peer leaders. The project team will also develop a process for permanently increasing STEM capacity for librarians who are not STEM experts, but rather the facilitators of a connected community with schools, businesses, and youth working together to support peer-driven, inquiry based learning.

Keweenaw Bay Indian Community - Baraga, Michigan

Amount: \$147,825

Program: Native American Library Services Enhancement Grant Program

This project will provide tribal members and their families with strategies for leading a healthy lifestyle and increasing youth literacy levels with family reading. By partnering with the tribe's Department of Health and Human Services, the project leaders will offer health resources in the library, and also expand library services to additional tribal members. The project coincides with the tribe's vision stated in its strategic plan to continually improve the quality of, and expand the quantity of programs and services provided to tribal members.

Objective 1.4: Support the training and development of museum and library leadership to meet the needs of diverse publics in a rapidly changing environment.

FY 2015 Associated Activities from the Strategic Plan:

- Convene museum and library leaders in professional education and training with practicing professionals in the museum and library field to evaluate current investments and identify high-priority learning needs for current and future professionals.

FY 2015 Benchmarks and Assessing Progress:

FY 2015 Evidence of Progress for Objective 1.4.:

Cooperative Agreements

IMLS provided supplemental funding this year to an OCLC grant award to continue the work of the Coalition to Advance Learning in Archives, Libraries and Museums, a collaboration of associations from all three professions. The Coalition was first convened in March 2014 to produce strategies for effective staff learning programs across archives, libraries, and museums. As part of this work, IMLS staff led two webinars in February 2015 focused on the key elements of a project plan. The Coalition held its third in-person convening in March 2015, where planning for the deployment of other cross-cutting topics continued. The Coalition has generated several ideas for supporting cross-sector communication and training that are currently being tested including generating some fruitful grant proposals involving members from all three sectors. In addition, the Coalition has built a robust online community of practice and continues to identify areas of mutual interest and need for the member associations to explore and respond to. The 2015 supplemental award from IMLS will support two more in-person meetings, enhance communications, and pursue pilot programming for the benefit of professionals in archives, museums, and libraries.

In collaboration with the Library of Congress, IMLS continued the National Digital Stewardship Residency (NDSR) to place recent library and information school graduates in host institutions in digital curation projects. In addition to the Library of Congress's residency program, over the past several years IMLS has awarded grants to institutions replicating the NDSR model through the Laura Bush 21st Century Librarian Program. One such IMLS-funded model is focused on the preservation of audiovisual materials. In FY 2015 IMLS awarded \$450,126 to WGBH and the American Archive of Public Broadcasting (AAPB), to place residents at diverse public television and radio stations across the country. This distributed model will expand the formerly locally-based NDSR model to a national level, and provide a framework for future nationwide residency programs. By the summer of 2016, 35 recent graduates of master's programs in library and information science and related fields will have completed the residency program, distributed across its five current implementations. IMLS awarded the Council on Library and Information Resources (CLIR) \$172,996 to conduct a formative assessment research project to capture and analyze the diversity of the National Digital Stewardship Residents' experience across the programs. The research team will produce a final report making recommendations to inform

fundes, professional organizations, and future hosts of and applicants to programs developed from the NDSR model.

Communications

IMLS again held meetings for library leaders and professionals to discuss the agency's funding priorities around the National Digital Platform and Learning in Libraries. As a result of these meetings, IMLS issued white papers to help inform the field, and changed the Laura Bush 21st Century Librarian Program application guidelines and cycle for FY 2016, following its FY 2015 changes to the National Leadership Grants program.

FY 2015 grant examples:

Cool Culture – Brooklyn, NY

Award: \$490,540

Program: National Leadership Grants for Museums-Learning Experiences

Cool Culture will provide professionals from smaller or culturally specific New York City-based museums and historic sites with hands-on-training and professional development support to increase their capacity to respond to the needs of non-traditional family audiences. It will also host a forum where museum professionals will use design thinking techniques to create new culturally responsive program models and strategies. To extend the program's impact, Cool Culture will create a best practices guide for community and family engagement and disseminate it nationally, including on-line and through conference presentations.

Sciencenter – Ithaca, NY

Award: \$381,695

Program: National Leadership Grants for Museums-Learning Experiences

The Sciencenter Discovery Museum will lead a collaborative of six museums in developing tools for the museum field to fill a critical gap in Head Start teacher science training and strengthen the museum field's ability to foster early science learning among underserved audiences in communities nationwide. There is a strong correlation between STEM literacy and success in our society and economy. There is a surprising lack of STEM integrated into early learning programs, particularly in programs for underserved youth. This project will pool the experience of the collaborative to identify best practices in science professional development for Head Start teachers and will develop and disseminate a toolkit to help museums create the kinds of partnerships that will improve early science learning for underserved audiences.

International Coalition of Historic Site Museums of Conscience – New York, NY

Award: \$481,114

Program: National Leadership Grants for Museums-Community Anchors

The International Coalition of Sites of Conscience (the Coalition) will convene leaders from museums and partner community organizations across the country to create public programs engaging youth in community dialogs on race, education equity, and incarceration in the context of civil rights history. As trusted spaces frequented by youth from a variety of backgrounds, museums are ideal locations for exploring challenging topics and giving young people the opportunity to have their voices heard. The Coalition will work with participating museums and

community organizations to build the capacity of young people to lead their own civic engagement programs at museums in their communities and create model programs that can be replicated in other communities.

Museum of Science – Boston, MA

Award: \$51,464

Program: Museums for America-Learning Experiences

The Museum of Science, Boston will increase the capacity of its science educators to deliver exhibits and programs that are consistent with next generation science. The museum will collect and analyze information from other informal science institutions about their strategies for informal science educator workplace learning; develop a program focused on reflective practice and program experimentation for a combined group of novice, mid-career and senior museum educators; and demonstrate staff learning by sharing newly aligned exhibit and program activities with school-based educators. Both students and teachers learning in the environment will benefit from exhibits and programs developed with a strong understanding of the newest recommendations for school-based science learning. This project will also result in a synthesis of current practices for staff development within informal institutions.

Discovery Children's Museum – Las Vegas, NV

Award: \$150,000

Program: Museums for America-Learning Experiences

Discovery Children's Museum will develop, implement, and evaluate a new staff training program that will empower staff to facilitate high quality learning and discovery opportunities to more effectively meet the varied educational needs of visitors. Program components include development of training materials, collaboration with recognized professionals in customized training curriculum, establishment of a peer advisory group from other institutions with successful staff training programs, and inclusion of an external evaluator to assess impact of the training program on the visitor's experience. Program area managers, educators and presenters, volunteers and interns, and museum visitors will benefit from the in-depth training which will enhance staff's ability to engage visitors, facilitate meaningful interactions, interpret content, and fulfill the museum's educational mission.

Bethune-Cookman University Inc – Daytona Beach, FL

Award: \$135,424

Program: Museum Grants for African American History and Culture

Bethune-Cookman University will create a curatorial fellowship program at the home of Mary McLeod Bethune, a National Historical Landmark that is part of the university. Grant funds will support the hiring of a recent graduate for a full-time curatorial fellowship to develop community programs; catalog collections; manage social media for the site; and produce a small traveling exhibit about the life of Dr. Mary McLeod Bethune. The fellowship program will provide a professional development opportunity for a novice historian and increase the visibility of the site through social media promotions, creation of a virtual exhibit, and publications. The fellow will also work to establish valuable partnerships in the community and highlight the life of Dr. Mary McLeod Bethune through these activities.

Association of African American Museums – Washington, DC

Award: \$291,424

Program: National Leadership Grants for Museums-Community Anchors

In order to better serve the needs of African American museums, the Association of African American Museums (AAAM) will engage consultants to help assess and refine the vision and priorities of its board of directors; guide the development of a strategic plan; and create a position description and recruitment strategy for a paid Executive Director. A thorough needs assessment of the field will be conducted resulting in an updated directory and a report on the state of African American museums. The project will also include an evaluation of the AAAM's existing website and digital media presence.

California Association of Museums – Santa Cruz, CA

Award: \$498,319

Program: National Leadership Grants for Museums-Learning Experiences

The California Association of Museums (CAM) will lead a nationwide project designed to strengthen the national network of state museum associations and enhance their capacity to serve museums and museum professionals. Project activities will include developing an online association management system; an online platform to support communication and collaboration; an online toolkit with resources to support administration and leadership; and the exploration of options to create a sustainable model for ongoing collaboration. Key partners include the Florida Association of Museums, the Oklahoma Museums Association, the Texas Association of Museums, and the Virginia Association of Museums, each of which will lead distinct project activities with a goal of involving representatives of all the known state museum associations in achieving project goals.

Library Foundation of Los Angeles - Los Angeles, CA

Award: \$499,046

Program: Laura Bush 21st Century Librarian Program – Continuing Education

Los Angeles Public Library, in collaboration with Iridescent and Los Angeles Makerspace, will offer a training program called Full STEAM Ahead! for its staff and users. Over the course of three years, Full STEAM Ahead! will: (1) provide 255 librarians with professional training on science, technology, engineering, art, and math (STEAM) topics; (2) conduct public STEAM programming for 9,560 children, teens, and adults; and (3) create a robust online platform to share curricula and resources with librarians nationwide to use and adapt for their own communities.

Kentucky Arts, Education & Humanities Cabinet, Kentucky Department for Libraries and Archives – Frankfort, KY

Award: \$175,981

Program: Laura Bush 21st Century Librarian Program – Continuing Education

The Kentucky Department for Libraries and Archives project will improve the school readiness knowledge and skills of public library staff. The project will address the fact that more than half of first-time kindergartners in Kentucky are not ready for school and the lack of Kentucky public library staff training and resources for creating services that will make an impact. The project

will provide public librarians with the training and support they need to build effective school readiness programs, centered in an approach that considers all domains of school readiness. Participating library staff will become knowledgeable, engaged, and empowered in efforts to build school readiness skills in their local communities.

Regents of the University of Michigan – Ann Arbor, MI

Award: \$240,000

Program: Laura Bush 21st Century Librarians Program – Continuing Education

The University of Michigan will work with data literacy experts and curriculum designers to create open educational resources for librarians to build their data literacy skills. The resources will include: 1) a data literacy handbook of information and instructional resources 2) two one-day data literacy virtual conferences and 3) multimedia and PDF content drawn from those resources and packaged into one-hour professional development (PD) content for face-to-face implementation at the school, district, community, or state levels. Providing training for high school library instructors will enable them to provide enhanced instruction and improve the data fluency of students.

Brooklyn Public Library – Brooklyn, NY

Award: \$240,729

Program: Laura Bush 21st Century Librarian Program – Continuing Education

Brooklyn Public Library, in partnership with the Metropolitan New York Library Council, New America Foundation's Open Technology Institute, and the Data & Society Research Institute, will promote digital privacy and data literacy among library professionals. This collaboration will bring together librarians, policy advocates, technologists, and the communities they all serve to further advance libraries and librarians as leaders in bridging not just the digital divide but also the privacy digital divide. Individuals with the greatest digital literacy needs are also the most vulnerable to abuses of personal data. Libraries and librarians are uniquely positioned to prepare all patrons for the privacy challenges brought about by the pervasiveness of data sharing, profiling, collection, and surveillance technologies.

University Corporation for Advanced Internet Development – Ann Arbor, MI

Award: \$248,725

Program: Laura Bush 21st Century Librarians Program – Continuing Education

University Corporation for Advanced Internet Development, commonly called "Internet2," and its member Research & Education networks, in partnership with the Association of Tribal Archives, Libraries, and Museums; the American Library Association; the Association of Rural and Small Libraries; and the Chief Officers of State Library Agencies, will run a pilot project to develop a library broadband network assessment toolkit and training program for rural and tribal libraries. Over the course of this 24-month project, Internet2 will pilot the use of the toolkit with at least 30-50 library practitioners in at least 30 rural public and tribal libraries across five states.

University of Wisconsin System – Madison, WI

Award: \$435,896

Program: Laura Bush 21st Century Librarian Program – Continuing Education

The University of Wisconsin-Madison School of Library and Information Studies will create meaningful collaboration between tribal cultural professionals and Library and Information Studies (LIS) students through an integrated effort that 1) deepens continuing education opportunities for tribal librarians, archivists, and museum curators through multi-day institutes designed to facilitate collaboration through a common hands-on project that showcases participating tribal communities and their cultural institutions, and 2) improves LIS student service-learning partnerships with American Indian communities.

Mozilla Foundation – Mountain View, CA

Award: \$808,601

Program: Laura Bush 21st Century Librarians Program -- Continuing Education

The Mozilla Foundation, in collaboration with The Technology and Social Change Group (TASCHA) at the University of Washington Information School, will refine and launch an open source curriculum, training, tools, and credentials for a library audience to learn web literacy skills and develop digital competencies. The project intends to empower library staff to provide patrons with opportunities to develop the digital skills they need for better success in such areas as education, workforce development, and civic engagement. The project will first identify core digital literacy badges for library professionals that include technical and 21st century skills aligned with Mozilla's Web Literacy Map. The team will pilot the resources in five public library systems representing geographic, demographic, and experiential diversity. Emphasis will be placed on underserved communities, and populations will be selected for testing. In addition, one school of library information studies will also be selected to test curriculum, training, and credentials.

Creative Commons Corporation – San Jose, CA

Award: \$300,858

Program: Laura Bush 21st Century Librarians Program -- Continuing Education

Creative Commons in collaboration with partners the American Library Association, the California State University System and the Digital Public Library of America, will design, develop, and deliver a professional development and continuing education certification program for librarians. The certificate will help librarians acquire Creative Commons knowledge and skills leading to increased capacity, services, and support for a wide range of 21st century library functions associated with Open Access (OA), open data, Open Educational Resources (OER), and public domain materials. The Creative Commons certificate for librarians will include both a modular set of learning materials that can be used independently for informal learning, and a formal, structured, and facilitated certificate that can be taken for official certification.

American Library Association – Chicago, IL

Award Amount: \$50,000

Program: Laura Bush 21st Century Librarians Program –Continuing Education

The American Library Association will provide 50 scholarships to help a diverse group of librarians, library staff, and library students in the United States attend the World Library and Information Congress in Columbus Ohio. The scholarships will be provided to individuals in the early or middle-stage (20 years or fewer) of their careers who are not already actively engaged in International Federation of Library Associations and Institutions (IFLA). The project will help to

ensure the next generation of participants and leaders on the global stage from the United States fully represents the diversity in the community and in the country.

University of Illinois – Champaign, IL

Award: \$398,844

Program: Laura Bush 21st Century Librarians Program – Continuing Education

Librarians and digital humanities scholars from the University of Illinois in partnership with colleagues at Indiana University, Northwestern University, Lafayette College, the University of North Carolina, and the HathiTrust Research Center will develop a shared curriculum for use in academic libraries and a train the trainer series designed to assist librarians in getting started with the tools, services, and related research methodologies of the HathiTrust Research Center (HTRC). The project will help to establish academic libraries as a learning space for encountering the “big data” tools and methodologies. To this end it will work to provide librarians with new content for instructional services while also empowering them to become active research partners on digital projects at their institutions.

American Library Association, Office for Literacy and Outreach Services – Chicago, IL

Award: \$106,669

Program: Laura Bush 21st Century Librarian Program – Continuing Education

The American Library Association (ALA) Office for Literacy and Outreach Services, in partnership with ProLiteracy, will develop online training and supporting resources to better equip librarians and library staff to serve adult learners. This project will put into practice ALA’s “Adult Literacy through Libraries National Library Literacy Action Agenda.” The project supports lifelong learning and addresses the need for community engagement by developing tools to help frontline library staff prepare people to fully participate in their local communities and our global society. This project provides the information and tools libraries need to go all-in on adult literacy.

Association of Tribal Archives, Libraries, and Museums – Oklahoma City, OK

Award: \$498,222

Program: Laura Bush 21st Century Librarians Program – Continuing Education

The Association of Tribal Archives, Libraries, and Museums (ATALM) will provide two annual conferences with continuing education programs targeted to the needs of tribal archivists, librarians, and museum staff; and will conduct a survey of tribal archives, libraries, and museums, followed by a report documenting activities, challenges, and needs. Funded activities will contribute to improving the informational, educational, and cultural programs and services available to the nation’s 4.5 million indigenous peoples. Grant funds of \$150,000 will be used to support conference scholarships.

New Media Consortium – Austin, TX

Award: \$49,999

Program: Laura Bush 21st Century Librarian Program – Collaborative Planning Grant

The New Media Consortium will assess the need for online professional development for academic and research library staff to plan a project that could effectively deliver such training at no cost to participants and design the curricula and metrics that will enable success to be built

into the project from the start. In this era of rapid change in the role of libraries and library professionals, a trusted source of practical, focused, and mission-aligned training is needed. The vision is the Library Academy— an online collection of free professional development experiences that are longer and more in-depth than a webinar or workshop.

University of Oklahoma – Norman, OK

Award: \$49,346

Program: Laura Bush 21st Century Librarian Program – Collaborative Planning Grant

Oklahoma University will assess the need for an accelerated master’s in library information sciences degree focused on 21st Century Public Library Leadership and design the program with the goal of delivering it to the target audience of rural public librarians. The School of Library and Information Science’s experience shows that an essential step in successful training grant implementation is analysis of the stakeholders’ needs prior to program design. The planning period is needed to: consult with other IMLS grant recipients who have successfully surveyed needs of rural public librarians in their states; identify and contact public stakeholders in Arkansas and Oklahoma, inside and outside libraries; identify and invite potential public library program students; and engage with various stakeholders.

2. Assessing Progress in Meeting Goal 2 Objectives

Strategic Goal 2: 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 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. Programs and services at libraries and museums enhance civic discourse, increase scientific literacy, and connect communities to information regarding health, education, job seeking and training, digital literacy, and early and intergenerational learning.

IMLS identifies innovative services developed in one community, sharing the strategies and approaches with similar service providers. Targeted federal investments can optimize use of private, state, and local funds; ensure that underserved populations are reached; and provide links to practice, research, and data. This chart summarizes progress in meeting this goal.

Objective 2.1: Invest in projects that strengthen the role of libraries and museums as core components of a broader community learning and service infrastructure.	Met
Objective 2.2: Partner with other federal agencies to leverage the resources of libraries and museums in advancing national priorities, including education, health, disaster preparedness, digital literacy and economic and workforce development.	Met
Objective 2.3: Ensure that public and private sector leaders have the information they need to make strategic policy and investment decisions that leverage the infrastructure and expertise of museums and libraries.	Partially Met

Objective 2.1: Invest in projects that strengthen the role of libraries and museums as core components of a broader community learning and service infrastructure.

FY 2015 Associated Activities from the Strategic Plan:

- Require IMLS grantees to include community needs assessments for projects designed to address a local service issue, and to carefully evaluate those community-based projects. Convene grantees and other stakeholders to review lessons learned and identify future directions to better integrate community needs assessment into library and museum service planning.
- Review current investments and align targeted investments in community-based museum and library services with best practices and community needs assessment-based planning.

FY 2015 Benchmarks and Assessing Progress:

- 70 percent of funded museum and library community engagement projects will incorporate best practices in evaluation that align with measurable agency objectives.
- IMLS will convene grantees and other stakeholders to review lessons learned from funded initiatives for addressing high-priority community needs.

FY 2015 Evidence of Progress for Objective 2.1:

Needs Assessment

Over the past three fiscal years, IMLS has published tools for library and museum professionals to examine their social and economic indicators in their communities. These resources can be found at: www.ims.gov/research/data_analysis_tools.aspx. IMLS worked with Census to develop a set of tools that combined Public Library in the United States data, collected annually by IMLS, with data from the American Community survey, an annual data collection of social demographic data conducted by Census.

Comprehensive Community Development with Libraries and Museum Partners

Four sites were selected for IMLS/Local Initiative Support Corporation (LISC) convenings to discuss the role of libraries and museum in comprehensive community development. The sites are: Philadelphia, PA; Indianapolis, IN; Minneapolis/St. Paul, MN; and Oakland, CA.. On the heels of the IMLS project, LISC received a \$3.5 million grant from the Kresge Foundation to provide local project grants for arts-based community development. This source of funds will provide a new opportunity for library and museum stakeholders to seek grant support for coordinated community-based efforts with local NGOs.

Communications

IMLS held an Engaging Communities meeting for library leaders and professionals, which included discussion of how successful projects integrated community needs assessments into library service planning. As a result of this meeting, IMLS issued a white paper to help inform the field about these strategies.

FY 2015 Grant Examples:

Yerba Buena Center for the Arts – San Francisco, CA

Award: \$150,000

Program: Museums for America-Learning Experiences

Yerba Buena Center for the Arts (YBCA) will implement "YBCA In Community," a museum-led participatory community engagement program, from its pilot phase into a full program and permanent practice for the organization. The program has developed a framework for accessible arts engagement that convenes underserved community members from specific target populations, partner community organizations, artists, and the museum to collectively meet community needs through experiential art making in spaces outside the museum. To fully launch the program, YBCA will organize six "In Community" projects, engaging people living in San Francisco's South of Market and Tenderloin, as well as West Oakland. The program enables participants to address an issue of community importance through their collective community art making, helping reinforce cultural connectivity and community healing. Upon completion, YBCA will have strengthened its "In Community" program model to share with the field for adaptation by other museums.

Pacific Science Center – Seattle, WA

Award: \$345,961

Program: National Leadership Grants for Museums-Learning Experiences

Pacific Science Center will partner with a history and an art museum to expand a program, Portal to the Public, that trains scientists and researchers to engage with the public in science museum settings. The expanded program will explore how to bring STEM professionals and visitors together in history and art museums and, conversely, how artists and historians can fit within the programmatic offerings of science museums. The project tackles a new approach to learning which brings these seemingly disparate areas together in a holistic way in order to understand, address, and solve real work challenges in the 21st century. The museum partners will adapt the

Portal to the Public framework, provide professional development to STEM and humanities professionals, test new cross-disciplinary engagement events, and publish disseminate a new guide for use by the museum field. The project will enhance museum professionals' capacity to effectively partner with cross-disciplinary professionals in STEM, art, or history fields and successfully create related programming that helps achieve their institution's mission and desired impacts.

Baltimore Museum of Art – Baltimore, MD

Award: \$150,000

Program: Museums for America-Community Anchors

The Baltimore Museum of Art will create an exhibition and related programming that will use art to examine a complex set of issues related to home in Baltimore, including homelessness, affordable housing, and vacant properties. The project will serve as a catalyst for raising awareness and understanding of home in Baltimore; promoting dialogue and the exchange of ideas; and inspiring critical and creative response to a community issue and basic human need. The project will include a traveling exhibit that will reach at least twenty-four neighborhoods throughout Baltimore, as well as hands-on, interactive workshops through which Baltimore entities working to address homelessness, affordable housing, vacant properties, and other home-related issues, will gain knowledge, skills, and resources that enable them to integrate art-based activities into their service portfolio. The museum will assess the project through three community case studies, as well as workshop surveys, to gain an understanding of the impact on individuals, communities, agencies, and organizations working to address home issues.

Syracuse University – Syracuse, NY

Award: \$281,263

Program: National Leadership Grants for Libraries -- Learning Spaces in Libraries

Syracuse University's School of Information Studies (iSchool) will partner with Coulter Library at Onondaga Community College and Fayetteville Free Library to design a Community Profile System to include human expertise, particularly in the STEM fields. The system will enable librarians to collect communities' learning needs, identify relevant community experts, and link the resources to serve the learning needs in a cost-efficient manner. The tangible products include the Community Profile System and its web and mobile applications. As libraries shift from collection-driven to community-driven service models, the Community Profile System will fill a much needed gap in the community-oriented librarianship toolbox. The partners are building a system that will realize community-oriented librarianship in a cost-efficient manner. The collaboration and partnerships will ensure the design, test, and assessment of the tool to meet its goal of a national adoption in diverse settings.

Brooklyn Public Library – Brooklyn, NY

Award Amount: \$25,000

Program: Sparks! Ignition Grants for Libraries

Brooklyn Public Library (BPL), in partnership with Bureau Blank, will launch the BPL Incubator, a formal process by which library staff can submit ideas for community-based

projects, gain staff and community feedback, and compete for funding to pilot a community-based project. The project team will engage staff and patrons in a process for developing and testing new programming ideas; pilot promising short-term projects; design scalable and adaptable library programs that leverage existing community resources; and create a replicable staff and community engagement framework and open source web app. By engaging the community in this project, BPL will create a pathway for Brooklynites to deepen their relationship with the library and take advantage of BPL's many educational, recreational, and informational services.

Nisqually Indian Tribe

Award Amount: \$40,492

The Nisqually Tribe will utilize a StoryCorps recording studio within the tribal library to record the stories of tribal members. Trained staff will use the recording technology to facilitate sessions where tribal members exchange and share their stories with each other. These recordings will then become part of the knowledge the tribe can share from the tribal library's collection and will be preserved for future generations.

Virginia Polytechnic Institute and State University – Blacksburg, VA

Award Amount: \$25,000

Program: Sparks! Ignition Grants for Libraries

The University Libraries at Virginia Tech, in partnership with the School of Performing Arts at Virginia Tech, will work to revitalize a collection of text-based community arts objects generated by the Community Arts Network between 1999 and 2010. The project team will create a prototype virtual community, called VTArtWorks, that connects the community discussions of practitioners and scholars to a stable, sustainable repository infrastructure. VTArtWorks will promote libraries and archives as anchors for community engagement and innovation, by demonstrating how repository systems can enhance community development. Project activities will include developing a prototype system with features to encourage communication between scholars and the arts community. The developed prototype will be built with open source systems, be customized according to research performed during the grant period, well documented to ensure that it can be adopted or adapted by communities and cultural units outside of Virginia Tech.

Regents of the University of Michigan - Ann Arbor, MI

Award: \$499,441

Program: Laura Bush 21st Century Librarian Program – Programs to Build Institutional Capacity

The University of Michigan School of Information will develop a multi-step approach to developing maker culture in Michigan libraries in underserved communities. This will include a statewide "road trip" to share knowledge of making, maker culture, infrastructure, tools, and community building with rural libraries and their communities, as well as closer partnering with two libraries for the purpose of engaging them in making on a more sustained level. The school will share its findings in an online maker handbook and in a free virtual conference at the project's conclusion.

StoryCorps, Inc. – Brooklyn, NY

Award: \$125,000

Program: National Leadership Grants for Libraries – Learning in Libraries

The project will send two trained StoryCorps facilitators to each of the National Medal-winning museums and libraries, as chosen by IMLS. At each institution, StoryCorps will record up to 18 stories, each with two participants who know one another well. Each institution will receive one professionally-edited audio segment developed from an interview that the StoryCorps team and the institution determine to be particularly strong. By the end of the project StoryCorps will record up to 180 stories and produce 10 professionally edited segments to be featured through IMLS media. The project provides IMLS National Medal recipients with a unique way to engage with their local communities, and it adds to a rich archive of stories preserved at the American Folklife Center at the Library of Congress.

University of Memphis – Memphis, TN

Award: \$25,000

Program: Sparks! Ignition Grants for Libraries

The University of Memphis Libraries received a grant to support the development of the University of Memphis Code Library, an innovative and scalable resource for the perpetual and permanent management of code created by members of the University of Memphis community. Responding to a previous lack of standardized attempts to archive code generated within academic communities, the project aims to create a resource through which scholarly standards, practices, and methodologies can be documented and archived. The project also encourages the expansion of coding into the core competencies of other disciplines by creating a discipline-neutral repository under the management of the university library.

StoryCorps, Inc. – Brooklyn, NY

Award Amount: \$100,000

Program: Laura Bush 21st Century Librarian Program

StoryCorps will help tribal libraries to record, preserve, and share the stories of Native American communities and promote the use of technology and broadband. The project will convene listening sessions and advisory group at the Association of Tribal Archives, Libraries, and Museums (ATALM) conference, collect 18 interviews, produce three edited segments, and train two tribal libraries in StoryCorps techniques.

Objective 2.2: Partner with other federal agencies to leverage the resources of libraries and museums in advancing national priorities, including education, health, disaster preparedness, digital literacy, and economic and workforce development.

FY 2015 Associated Activities from the Strategic Plan:

- Develop action plans to reduce barriers and maximize opportunities for state and local coordination of services that include formal partnerships, interagency agreements, complementary grant programs, or other formal interagency collaborations.

FY 2015 Benchmarks and Assessing Progress:

- IMLS will assess progress made in formal collaborations; identify barriers to progress and develop strategies to address those barriers.

FY 2015 Evidence of Progress for Objective 2.2:

IMLS has continued working with other federal agencies in FY 2015, including maintaining several key partnerships previously developed.

U.S. Citizenship and Immigration Service (USCIS)

In June 2013, IMLS and USCIS signed a memorandum of understanding to establish a structure to distribute educational materials and training resources on immigration and citizenship. In FY 2015, activities included webinars for librarians presented by USCIS and IMLS staff, an IdeaScale campaign to solicit additional ideas for the webinar series, and targeted social media posted jointly by IMLS and USCIS.

Consumer Financial Protection Bureau (CFPB)

In August 2013, IMLS and CFPB signed a memorandum of understanding to develop financial education tools. In April 2014, IMLS formalized a partnership with the CFPB, the Federal Deposit Insurance Corporation, the Federal Reserve Bank of Chicago, and USDA's Cooperative Extension System to make financial information and educational resources available to the library-going public. In FY 2015 CFPB continued its financial literacy webinars for libraries, established partnerships at the individual library and statewide level, and worked with IMLS on plans for future dissemination of financial education information to libraries. IMLS also participates in the Financial Literacy and Education Commission (FLEC).

U.S. Department of Education, Office of Career, Technical and Adult Education (OCTAE)

IMLS and OCTAE have been working together since 2014 to encourage effective collaborations between libraries and federally funded adult education programs. The goal of this joint effort is to enhance the skills, employability, and quality of life of youths and adults with low skills. In 2015 IMLS and OCTAE conducted a series of webinars.

U.S. Department of Labor, Employment and Training Administration (ETA)

IMLS works with the Department of Labor to address workforce development challenges. In October 2014, IMLS, ETA, and OCTAE presented a webinar to libraries around the new Workforce Innovation and Opportunity Act (WIOA) and discussed ways that public and community college libraries could receive funding for employment skills training and job search.

The Office of the First Lady: *Let's Move! Museums & Gardens*

More than 650 museums and gardens from all 50 states are participating in the First Lady's *Let's Move!* initiative. This year IMLS created a Fifth anniversary celebration toolkit and supported museums and gardens in their work to create a healthier generation using interactive exhibits,

outdoor spaces, gardens, and programs that encourage families to eat healthy foods and increase physical activity.

Objective 2.3: Ensure that public and private sector leaders have the information they need to make strategic policy and investment decisions that leverage the infrastructure and expertise of museums and libraries.

FY 2015 Associated Activities from the Strategic Plan:

- Develop research products targeted to public and private sector leaders, to identify successful practices and partnerships among museums, libraries, and public and private partners that address key national issues and highlight the value of museum and library participation in community-wide services.
- Increase information sharing with city, county, and state officials as well as private funders and the general public about results of IMLS-funded projects that address community-wide issues.

FY 2015 Benchmarks and Assessing Progress:

No specific benchmarks for this objective in FY 2015.

FY 2015 Evidence of Progress for Objective 2.3:

Maker Movement

In collaboration with the Congressional Maker Caucus, Make Media, and the National Maker Faire team, IMLS hosted the first ever Capitol Hill Maker Faire on June 11, 2015, in the Rayburn House Office Building. Preceding the faire was a series of discussion forums open to the public, including Congressional staff and Members of Congress. There, IMLS discussed how a new movement driven by hobbyists, tinkerers, crafters, and innovators is changing the face of informal learning at community institutions, and breathing new life and innovation into American manufacturing. The faire itself featured maker activities from museums, libraries, academic, community, and social institutions.

Additionally, IMLS program staff actively participate in an interagency working group focused on advancing making that is organized by the White House Office of Science and Technology Policy.

Measuring Success

The “Measuring Success” initiative focused on profiling Grants to State program investments using a framework to describe library projects and associated activities. Projects were categorized by intended outcomes, such as supplementing formal learning and improving the

discovery of information resources, by topical area (e.g., STEM), associated activities (e.g., instructional program), partner types (e.g., institutions of higher education), and target populations served (e.g., rural). Using common terms makes projects comparable across the states and allows the agency to highlight and monitor the impact of these investments. In FY 2015 16 states continued piloting the framework in a beta reporting system and all states, PR, and VI learned the reporting framework and had access to a sandbox system in FY 2015.

IMLS grant applicants are required to code their projects by subject area and intended beneficiaries at the application stage. This process change, first introduced in FY 2013, has streamlined the grant tagging process, increased reliability and validity of administrative data, and allows for greater comparability and more detailed analysis across all IMLS grant applications. Because the data is required of all applicants, 100 percent of projects are now categorized by project taxonomy and is available and searchable on the IMLS website.

Open Data

In FY 2015 the agency launched a new online data catalog (<https://data.imls.gov/>). It allows users to access and analyze IMLS data and create charts, graphs and maps without the need of technical statistical or GIS mapping software. The site, which contains IMLS's data holdings, including administrative data from discretionary and formula grant programs, allows users to access and manipulate data files on the site using a simple internet connection. In February 2015, IMLS hosted an Open Data Open House for a small group of stakeholders to discuss ideas for the new online data catalog.

Research

In 2015, IMLS issued "Research Brief No 6: First Grade Student Library Card Ownership Linked to Library Visitation," which helped support the case for the ConnectED Library Challenge, the IMLS-White House initiative around Universal Library Card adoption, announced in April 2015.

FY 2015 Grant Examples:

New York Hall of Science – Corona, NY

Award: \$448,728

Program: National Leadership Grants for Museums-Learning Experiences

The New York Hall of Science, along with three partner science museums, will leverage its expertise in making and design-based learning to provide professional development and online resources for informal educators in libraries and other community settings. There is growing interest among a broad range of informal education institutions in using these techniques to transform learning in science, technology, engineering, and math areas of education critical for the nation's future. This project will create community-based networks of museums, libraries, and out-of-school organizations interested in design-based learning, develop professional development for staff at these informal learning environments, foster design based learning projects, and develop robust online resources. The project will expand opportunities for young people to experience design-based learning STEM activities in libraries and other out-of-school,

informal learning settings; build capacity among informal education professionals to teach STEM in these out-of-school settings; and develop a model for empowering informal educators to teach using design-based learning activities.

Los Angeles County Museum of Art – Los Angeles, CA

Award: \$126,475

Program: Museums for America-Community Anchors

The Los Angeles County Museum of Art will partner with the Los Angeles Public Library to launch a three-year pilot program supporting local veterans and their families through a series of filmmaking workshops, screenings, and community events. The project provides participants a safe setting to use art as a means to communicate their experiences. Project activities include producing a series of six, eight-week filmmaking workshops for veterans and their family members as a platform for creative expression and hosting an annual "veterans day" celebration, featuring gallery tours, a screening of the produced films, and post-film discussions to build empathy and understanding within the broader public and to bring greater visibility to the veteran community. The museum and library partnership will compile a digital film archive and will host a national conference for peer organizations to discuss the use of visual arts as a tool for veterans' support.

3. Assessing Progress in Meeting Goal 3 Objectives

Strategic Goal 3: IMLS supports exemplary stewardship of museum and library collections and promotes the use of technology to facilitate discovery of knowledge and cultural heritage.

Too many U.S. library and museum collections are at risk and are in need of proper storage, emergency planning, and conservation treatment. IMLS helps 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.

The collections held in public trust in our museums, libraries, and archives are our national memory; they connect us to the cultural, artistic, historical, natural, and scientific understanding of our heritage. In order to provide wide access, high standards and best practices in collections management and preservation are essential.

IMLS shares and promotes effective practices across states and other entities. IMLS programs supplement local dollars and support management, care, and access to collections. IMLS made significant investments over the last five years to foster best practices in collections management, preservation, and digitization. IMLS must now develop effective regional and national strategies for collections care and access to content. This chart summarizes progress.

<p>Objective 3.1: Support the care and management of the nation’s collections, both material and living, to expand and sustain access for current and future generations.</p>	<p>Met</p>
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Objective 3.2: Develop and implement a nationwide strategy to expand public access to the information, meaning, and content found in museum and library collections.	Met
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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, IMLS is developing an action plan for collections care training. To support digital and virtual collections, IMLS will evaluate existing activities and encourage more cost-effective and efficient use of technology to share resources, collections, and infrastructure.

Objective 3.1: Support the care and management of the nation’s collections, both material and living, to expand and sustain access for current and future generations.

FY 2015 Associated Activities from the Strategic Plan:

- Continue to support a comprehensive approach to collections care that includes assessment and prioritization, collections management, environmental controls, and treatment.
- Work with relevant organizations to publish and share best practice guidelines for the digital curation (management and preservation) of collections.
- Sustain and expand funding for the digitization of museum, library, and archive collections with an emphasis on the adoption of standardized best practices.

FY 2015 Benchmarks and Assessing Progress:

- IMLS will develop an action plan to support training in collections care with measurable outcomes.
- IMLS will identify and share guidelines on the digitization and digital curation of collections.

FY 2015 Evidence of Progress for Objective 3.1:

Heritage Health Information 2014: A National Collections Care Survey is measuring the state of collections care and conservation in museums, libraries, and archives throughout the nation. A survey questionnaire similar to the Heritage Health Index 2004 survey was developed in 2014 to capture longitudinal data trends. Survey developers worked with digital experts across cultural heritage sectors to prepare an expanded set of digital-related questions. In October 2014, the survey was sent to over 10,500 institutions representing all types and sizes of institutions in the U.S. Data collection ended in February 2015, with a 20 percent response rate. Following data validation and analysis, the survey results will be released to the public in FY 2016.

FY 2015 Grant Examples:

Crystal Bridges Museum of Art – Bentonville, AR

Award: \$112,340

Program: National Leadership Grants for Museums-Collections Stewardship

Crystal Bridges Museum of Art will lead an initiative to publish data on American art drawn from the collections of 14 museums participating in the American Art Collaborative. In addition to collection data, the material to be published will include curatorial notes, videos, exhibition data, and a selection of links to resources outside the American Art Collaborative that add value to the subject of American art. The project will provide training, technical support, and guidance to help the museums convert their data and promote wide access to the material using linked open data. Information about the project will be disseminated through a website, presentations at conferences, and case studies illustrating the process of conversion and record maintenance to help other museums implement linked open data projects.

Zoo Atlanta – Atlanta, GA

Award: \$421,010

Program: National Leadership Grants for Museums-Collections Stewardship

Zoo Atlanta will undertake the Bonobo Heart Disease Project as part of their ongoing efforts to address cardiovascular disease (CVD), a major cause of death in captive great apes. Currently, there is incomplete understanding of how to diagnose, treat, and monitor affected apes, and how to adapt techniques used in humans and domestic animals to apes. This project will analyze data from blood pressure, genome sequencing, and cardiac imaging and will set standards for cohesive, coordinated, community-based disease investigations using advanced technology and data tracking software. Results from this project will be the foundation for a national program to investigate potential CVD causes in a captive population of endangered bonobos, develop more consistent diagnostic recommendations for that species, and launch further research investigations for other apes. Both the project design and results from this research will provide the groundwork to protect and conserve future generations of great apes within the American zoological community and beyond.

Utah Museum of Fine Arts, University of Utah – Salt Lake City, UT

Award: \$91,802

Program: Museums for America-Collections Stewardship

The Utah Museum of Fine Arts will examine and digitally document objects in its metals collection. An earlier condition survey showed that the copper alloy objects are unstable and display a high rate of deterioration. These objects will be stabilized, treated, and rehoused into microclimate storage environments to prevent future deterioration. The museum will also share its process and findings with a statewide group of conservators through workshops on rehousing metals in microclimates storage environments and on stabilization of metals. Through the documenting and cataloging components, the museum will ensure metals in its collection will be freely discoverable by the public through its online collections database. The project will set the stage for future systemic conservation work within the museum's collection. It will expand

UMFA's role as a teaching resource, offer hands-on opportunities to students in the fields of conservation and museum studies, and highlight the importance of collections care.

The Henry Ford – Dearborn, MI

Award: \$150,000

Program: Museums for America-Collections Stewardship

The Henry Ford will clean, re-house, and digitize catalog records for over 900 electrical-related artifacts intended for the "Digital Life" exhibition, a major upcoming permanent exhibition that will explore innovation-related themes and topics tied to industrialization, mass production, and the information revolution. Cleaning and rehousing these artifacts will improve their condition, enhance preservation, and address long-standing storage problems. Improved catalog records and digital imagery will make artifact information and images available to museum staff, facilitate the development of key interpretive ideas and themes, and feed publicly available digital collections interfaces. The completion of this project will directly support one of the museum's long-term strategic goals, increase public accessibility to historically significant collections, and improve the Henry Ford's overall collections stewardship capacity.

Hanford Mills Museum

Award: \$97,173

Program: Museums for America-Collections Stewardship

Hanford Mills Museum will improve the management of their collections by organizing multiple storage areas, conducting the site's first full inventory, verifying and documenting key data related to electronic object records, and implementing housekeeping activities. This project directly benefits the long- and short-term care of the museum's collections. The main project goals are to improve the management of artifact collections and to use the data gathered through the project to begin evaluating the space needs for a new collections facility. More broadly, the museum aims to move towards better collections management and care so that objects can be more effectively preserved, and so that staff can provide greater public access to items and use objects and their related records more effectively in interpretation and programming.

Leland Stanford Junior University – Palo Alto, CA

Award: \$685,129

Program: National Leadership Grants for Libraries Project – National Digital Platform

Stanford University Libraries, with partners University of Illinois Urbana-Champaign, Harvard University, University of California, Irvine, and Metropolitan New York Library Council, will significantly improve ePADD, an open-source software package that supports archival processes around the appraisal, ingest, processing, discovery, and delivery of email archives. Email archives present a singular window into contemporary history; however, they are often inaccessible to researchers due to screening, processing, and access challenges, as well as the sheer volume of material. The first phase of development was a proof-of-concept for using natural language processing, automated metadata extraction, and other batch processes to support archival workflows and provide access to otherwise hidden cultural heritage materials. This second phase of development will seek to greatly expand the program's scalability, usability, and

feature set. Broad adoption of ePADD will be promoted through stakeholder interviews, expanded user testing, UI enhancements, and community engagement.

Old Dominion University Research Foundation – Norfolk, VA

Award: \$468,618

Program: National Leadership Grants for Libraries – National Digital Platform

Old Dominion University and the Internet Archive will collaborate to develop tools and techniques for integrating "storytelling" social media and web archiving. Services such as Archive-It (archive-it.org) allow libraries, archives and museums to develop, curate, and preserve collections of web resources. At the same time, storytelling is becoming a popular technique in social media for selecting representative tweets, videos, web pages, etc. and arranging them in chronological order to support a particular narrative or "story." Tools such as Storify (storify.com) provide an easy interface for users to arrange web resources to create a story. The partners will use information retrieval techniques to (semi-)automatically generate stories summarizing a collection and mine existing public stories as a basis for librarians, archivists, and curators to create collections about breaking events.

University of California, Santa Cruz – Santa Cruz, CA

Award: \$25,000

Program: Sparks! Ignition Grants for Libraries

The University Library at University of California, Santa Cruz will develop a suite of services to support digital exhibit building by faculty and students and, in so doing, create documentation that can be applied and adapted by research libraries across the country. This project responds to the need for libraries to articulate the limits of their support for research-based digital exhibits and offers innovative responses to specific challenges in this area. The project will provide support for exhibit development and creation at all stages, allow for a more nimble response to requests for custom-built exhibits by differentiating aspects of exhibit building and offering a la carte support services, and integrate virtual and physical space through the use of touchscreen technologies and hybrid exhibits.

Sealaska Corporation

Award: \$147,959

Program: Native American Library Services Enhancement Program

The first objective of this project is to preserve and care for a unique collection of 338 video recordings of traditional Southeast Alaska Native song and dance performances. The performances were presented at "Celebration" cultural festivals, sponsored by the Sealaska Heritage Institute between 1982 and 1992. These videotapes are old and inaccessible due to their outdated format, and are in critical need of preservation measures. The recordings will be made widely available to tribal members, educators, scholars, and the public, and specific steps will be taken to facilitate the use of Celebration content as educational tools by K-12 teachers and university instructors. These efforts will provide for the preservation and accessibility of a significant cultural collection, foster greater understanding of tribal values and traditions, and promote cross-cultural education.

University of North Texas – Denton, TX

Award: \$499,991

Program: Laura Bush 21st Century Librarian Program – Master’s Level Programs

The University of North Texas, in partnership with the Brigham Young University–Hawaii, will support a three-year master’s in library and information science degree program to continue to increase the number of degreed library professionals for the geographically dispersed U.S. Affiliated Pacific Islands. The IMLS LEAP-II project will educate twelve more indigenous librarians and information stewards with skills in curation and preservation of digital projects and collections with an emphasis on digital content management. Students will receive tuition, travel support, a computer, and association dues and will complete enhanced enrichment activities including professional development programs, library and museum tours, individual mentors, and specialized workshops on advanced digital technologies and information literacy.

Connecticut State Library – Hartford, CT

Award: \$25,000

Program: Sparks! Ignition Grants for Libraries

Through the Connecticut’s Archival Community project, the Connecticut State Library will work to provide access to hidden collections in small and mid-sized cultural heritage organizations. The project addresses challenges in providing online, searchable access to archives at these organizations. During workshops and site visits, forty institutions will learn to create DACS- and EAD-compliant finding aids for their five most important collections, resulting in increased visibility for 200 hidden collections. The project will then create an advisory committee to recommend the best means of making these finding aids available online and propose solutions for organizations without a web presence, so that their finding aids will be reachable through a host site. The project will demonstrate how training and support for small and mid-sized cultural heritage organizations can make their undocumented and hidden archival collections available to a broader audience.

Litchfield Historical Society – Litchfield, CT

Award: \$24,750

Program: Sparks! Ignition Grants for Libraries

The Litchfield Historical Society’s Helga J. Ingraham Memorial Library will create a user-friendly public interface that will provide patrons with a single search portal for the society’s instances of ArchivesSpace and CollectionSpace. The interface will also integrate social tagging with both databases to enable researchers to add detail to descriptions, as well as create a single external authority file source that will be shared between the databases. Tools will be shared with the open-source community via GitHub, and documentation will be made available to facilitate implementation at other institutions using these systems.

State Library of Kansas – Topeka, KS

Award: \$23,486

Program: Sparks! Ignition Grants for Libraries

The State Library of Kansas will produce a digital collection management system that is adapted to include an intuitive, streamlined, and highly functional web-based interface. Other institutions with text heavy documents will be able to take advantage of the project’s approach in adapting a CONTENTdm website to suit their specific needs. In addition to the scanned historical

documents produced by library staff, the project will produce a documentation of best practices that will be made available to other institutions and tested with at least one other records management group. The intangible, intellectual outcomes of the grant, in addition to the added access to information that these documents will provide to academic, governmental, and civilian populations, is a knowledge base concerning digital organization, presentation, and management that can be utilized by other information professionals.

The Central New York Library Resources Council – Syracuse, NY

Award: \$17,750

Program: Sparks! Ignition Grants for Libraries

The Central New York Library Resources Council will coordinate the upgrade and customization of an open source tool called the EADitor, which edits and publishes online archival finding aids using the EAD Document Type Definition generated through an XML-based form. This project customizes the tool for use in a consortial environment and serves as an essential building block in a larger initiative to build an online repository and index for finding aids in New York State. In addition to the technical development of the tool, the project supports creation and implementation of a pilot training program that will explicate the use of the tool and align finding aids with local best practices and national standards. The project supports the continued development of a national digital infrastructure by collecting and preparing materials for inclusion and use with any number of possible linked open data initiatives, including Social Networks in Archival Context and the Digital Public Library of America.

George Mason University – Fairfax, VA

Award: \$249,337

Program: National Leadership Grants for Libraries – National Digital Platform

The university's Roy Rosenzweig Center for History and New Media will extend the core functionality of Omeka S by more fully integrating linked open data in digital collections, and creating new modes of access and dissemination through other platforms. The center will develop and support several deliverables: a basic resource description template; three linked open data and controlled authority modules; a social media sharing module; and several developer training workshops. Key outcomes include increasing the integration of LOD authority files in metadata for digital collections; the ability of cultural heritage organizations to implement their own local controlled authorities; the likelihood that new metadata for digital collections can be smoothly transferred to key aggregators of the national digital platform; the ease of circulation for digital cultural heritage collections through web and social media.

State Library of North Carolina

Award: \$406,245

Program: LSTA Grants to States

Many State Library Administrative Agencies (SLAAs) continue to use IMLS funding to support local digitization projects. In 2015, the State Library of North Carolina made local awards to Appalachian Regional Library (\$25,000), Wake Forest University (\$15,235), Winston-Salem State University (\$25,000), East Carolina University (\$59,200), North Carolina State University (\$98,997), University of North Carolina, Charlotte (\$100,000), and Western Carolina University (\$82,813). These projects will provide increased access to materials that represent local history,

church records, still images and films representing campus life, artifacts and oral histories related to medicine and health care, primary source materials around the state's agricultural economy, and papers and photographs associated with Great Smoky Mountains National Park. The State Library of North Carolina allocated additional 2015 IMLS funds to support a Consultant for Digital Strategies, who partners with leaders in digitization, access and preservation to develop a statewide vision and strategic plan for the digitization, accessibility, and preservation

Objective 3.2: Develop and implement a nationwide strategy to expand public access to the information, meaning, and content found in museum and library collections.

FY 2015 Associated Activities from the Strategic Plan:

- Convene public and private organizations to address global issues relating to digital content management and access.

FY 2015 Benchmarks and Assessing Progress:

- Publish a nationwide strategy with measurable objectives and regional benchmarks for progress in improving the nation's care for and access to museum and library collections.

FY 2015 Evidence of Progress for Objective 3.2:

Special Initiatives

From 2007 to 2012, IMLS conducted the *Connecting to Collections* Initiative to raise public awareness of the importance of caring for our treasures. IMLS then awarded Heritage Preservation a grant to analyze the Statewide Planning Grants, collections care and management, including emergency preparedness plans. Fifty-seven Statewide Planning Grants were awarded in 2008, 2009, and 2010. While individual states and territories used varied approaches in their Planning Grants, this analysis identified several common themes: an ongoing need for more quantitative data on the state of collections; a recognition that emergency and disaster preparedness must be addressed by all institutions; and a desire to broaden the base of support for collections care to ensure that future generations have access to the cultural record that has been so painstakingly collected. The full report is now available through the IMLS website.

IMLS provided supplemental funding in 2015 to the SHARE (SHared Access Research Ecosystem) project, run by three higher education associations: Association of Research Libraries, Association of American Universities and Association of Public and Land-Grant Universities. SHARE will build a Notification System that tracks and integrates reports of progress across the research life cycle, from proposals to execution to results. The SHARE Joint Working Group was established this year and its subset task groups made progress on a range of activities.

FY 2015 Grant Examples:

Missouri Botanical Garden – Saint Louis, MO

Award: \$351,579

Program: National Leadership Grants for Museums-Collections Stewardship

The Missouri Botanical Garden will develop methods and software to mobilize the vast stores of collections data contained in museums to predict and mitigate threats. Natural history museums and herbaria collectively hold hundreds of millions of zoological, botanical, and paleontological specimens. These collections serve as the foundation for understanding the distribution of life on Earth and the basis for addressing climate change, loss of biodiversity, emerging diseases, and other pressing global problems. This project will help museums respond effectively to these problems by identifying gaps in coverage of museum collections. The project team will develop methods to model the distributions of species using museum and herbarium data; create free, intuitive, open-source software that enables use of these methods; and disseminate the techniques and software through online video tutorials, webinars, and user manuals, and through publications.

Planting Fields Arboretum – Oyster Bay, NY

Award: \$53,456

Program: Museums for America-Collections Stewardship

Planting Fields Arboretum will improve its ability to inventory, track, maintain, analyze, and map its living collections through Geographic Information System (GIS) and improve methods to share collections information with a wider audience. The 409-acre arboretum consists of 200 acres of cultivated gardens and more than 200 acres of woodlands. Collections are arranged in two dozen gardens featuring more than 23,000 individuals representing 1,700 species of trees and woody plants. By linking all plant-related information and historical site information in a GIS, the arboretum will be able to document and map collections in one system, reducing the amount of time and labor needed to generate updated records and publish maps. This will also result in increasing the accuracy of information and providing analytical tools for evaluating the collections' health and performance, and the ability to easily exchange information with regional, national, and international horticultural networks. Additionally, the project will improve and increase signage to properly interpret collections and share information with visitors.

George Eastman House – Rochester, NY

Award: \$149,997

Program: Museums for America-Collections Stewardship

The George Eastman House will hire a full-time archivist to work with two graduate-level student interns to arrange, describe, and rehouse approximately 215 linear feet of archival materials in the special collections vault of the museum's library and to expand the collections to include the institutional archives of George Eastman House by locating and processing materials currently stored in various locations throughout the facilities. To improve access, the project team will write standards-based (DACS/EAD) digital finding aids for newly processed collections, link them to existing records in the library's online public access catalog and the museum's collections records database, migrate the twelve or more existing handlists and inventories to standards-based digital formats, and make all finding aids available on the museum's public

website. In addition to archival processing and metadata migration, the team will assess storage use in the special collections vault; relocate materials unrelated to special collections to other storage areas; and work with staff in other departments to identify institutional archives materials throughout the museum. This project will advance the preservation of and access to special collections materials held in the museum's library for the benefit of scholarly researchers and the general public.

OCLC Online Computer Library Center, Inc. – Dublin, OH

Award: \$49,934

Program: National Leadership Grants for Libraries – National Digital Platform

OCLC will work with the Digital Public Library of America, the Chief Officers of State Library Agencies, the Public Library Association, and Association for Library Collections & Technical Services to conduct a nationwide survey of public libraries and state library agencies. The survey will identify the extent to which public libraries have or have not digitized unique collections, the obstacles that are preventing digitization, and the opportunities and partnerships that can accelerate digitization. This one-year collaborative planning project will result in a report with data that will serve as a baseline for measuring the success of future work to increase public library participation in the national digital platform. The findings and recommendations will also help public libraries, funders, service providers, and state library agencies determine how to work cooperatively to support the digitization of collections.

Cal Poly Corporation – San Luis Obispo, CA

Award: \$99,131

Program: National Leadership Grants for Libraries Project – National Digital Platform

California Polytechnic State University, in partnership with the University of Texas at Austin, will run a one-year planning and research project that will culminate in a forum on software preservation in support of cultural heritage organizations missions. The forum will solicit community input and build consensus around future steps for a national strategy for software preservation. The project team and partners will work to identify potential partners, explore licensing issues, gather empirical evidence for the need for software preservation, draft technical architecture specifications, and develop plans for sustaining a national effort. These activities will be in service of building community consensus on the best software preservation organizational model, to be implemented after this planning project.

University of Maryland – College Park, MD

Award: \$50,000

Program: National Leadership Grants for Libraries – National Digital Platform

The University of Maryland's College of Information Studies, in partnership with the Maryland Institute for Technology in the Humanities, will use a planning grant to support a meeting to develop specific plans for facilitating virtual reunification of dispersed photograph and image collections. The meeting will bring together archivists, technologists, humanists, and other stakeholders, with the ultimate goal of investigating virtual reunification as an additional social and technological service atop the basic aggregations provided by national-scale digital platforms.

ARTstor - New York, NY

Award: \$749,418

Program: National Leadership Grants for Libraries—National Digital Platform

ARTstor, in collaboration with the El Paso Museum of Art, the Museo de Arte de Ponce in Puerto Rico, the Philadelphia Museum of Art, the Staten Island Museum and the Digital Public Library of America (DPLA), will create and implement software to enable museums to contribute digital image collections for open public access. The project will lower barriers to museum contributions to the DPLA by producing enhanced metadata tools, intellectual property rights decision support tools, and a direct-to-DPLA publishing capacity. Once complete, the service will improve the discoverability of museum collections, provide an efficient open network via the DPLA and other digital initiatives, and enhance library holdings by providing additional context for patrons.

New York Botanical Garden – Bronx, NY

Award: \$846,457

Program: National Leadership Grants for Libraries – National Digital Platform

The New York Botanical Garden, Harvard Ernst Mayr Library of the Museum of Comparative Zoology, Missouri Botanical Garden, and Smithsonian Institution Libraries, as part of the Biodiversity Heritage Library (BHL), will work to position BHL as an on-ramp for biodiversity content providers interested in contributing to the national digital library infrastructure through the Digital Public Library of America. The project will work to: 1) expand public access to biodiversity literature; 2) onboard at least one hundred new small organizations (libraries, museums, societies and publishers) into providing content through the network; 3) serve as a model for national “subject-based” content hubs; and 4) develop processes that will ensure long-term biodiversity contributions to the Digital Public Library of America. Project activities will include training and quality control for content providers, national outreach to engage the broader community, and system enhancements to BHL's existing digital infrastructure.

4. Assessing Progress in Meeting Goal 4 Objectives

Strategic Goal 4: IMLS advises the President and Congress on plans, policies, and activities that sustain and increase public access to information and ideas.

Libraries and museums play essential roles in ensuring equitable access to information for everyone, a cornerstone of economic growth and a strong democracy. Technology is changing the ways that people access and use library and museum. IMLS can help ensure that decision makers have the data and analysis they need to improve and modernize their services.

Progress toward objectives under this goal is summarized below.

Objective 4.1: Promote federal policies that improve access to information services for underserved communities and help to remove barriers that prevent individuals from using these services effectively.	Met
Objective 4.2: Identify trends and provide consistent and reliable data on museum and library services and use to ensure that federal policymakers, public and private sector leaders, and the public are aware of the critical role that libraries and museums play in our democratic society.	Partially Met
Objective 4.3: Support and extend a national digital information infrastructure that leverages libraries and museums as key partners and providers of reliable, persistent, and widely available access to digital information and services.	Met

Through its statistical collection and analysis, its support of the National Digital Platform program, and other similar grants, IMLS provides public access to information. IMLS identifies and overcomes barriers to digital access and supports the development of a national digital infrastructure.

Objective 4.1: Promote federal policies that improve access to information services for underserved communities and help to remove barriers that prevent individuals from using these services effectively.

FY 2015 Associated Activities from the Strategic Plan:

- Evaluate the effectiveness of programs in removing barriers to information access for underserved communities and differently abled individuals.
- Advise the President, Congress, and other federal agencies and encourage collaboration on the federal level to promote fully equitable public access to information.

FY 2015 Benchmarks and Assessing Progress:

- IMLS will produce follow-up reports monitoring change in information access for underserved communities and differently abled individuals.

FY 2015 Evidence of Progress for Objective 4.1:

Broadband Opportunity Council

IMLS is one of 25 federal agencies comprising the president’s new interagency Broadband Opportunity Council (BOC) charged with developing a framework of recommendations to support broadband deployment and adoption. The BOC was established by the president in March 2015, pursuant to a Presidential Memorandum, to develop a framework of

recommendations to explore ways to remove unnecessary regulatory and policy barriers, incentivize investment, and align funding polices and decisions to support broadband access and adoption. IMLS completed a survey, the first deliverable of the BOC, identifying relevant IMLS programs and policies to support broadband. In addition, the council issued a request for comment in the Federal Register for public input to get a better understanding of the challenges facing communities that lack adequate access to broadband. IMLS encouraged libraries and museums to submit their comments and attend a related BOC webinar.

Federal Communications Commission (FCC)

IMLS worked with the FCC in 2015 to disseminate new information about its programs to libraries. Following the FCC's First E-rate Modernization Order in July 2014, which began the reform of this critical program for broadband access, the FCC adopted a Second Order in December 2014, which ensures that all libraries and schools have access to high-speed broadband connectivity. In addition to raising funding levels, the order revises language defining what constitutes "rural," a very positive change for the many libraries and schools whose discount rates had been in question. In 2015 IMLS awarded funds to the Chief Officers of State Library Agencies (COSLA) to help libraries to take full advantage of the opportunities for transformation provided by the FCC's E-rate Modernization Orders.

ATALM Digital Inclusion Summit

IMLS helped coordinate a Digital Inclusion Summit in September 2015, in response to recommendations made in a 2014 report from the Association of Tribal Archives, Libraries, and Museums (ATALM): "Digital Inclusion in Native Communities: The Role of Tribal Libraries." The daylong Summit included presentations on federal funding availability to tribes, policies that promote digital inclusion, improving broadband connectivity, and leading-edge content and devices. The Summit included representatives from IMLS, the White House, the White House Initiative on American Indian and Alaska Native Education, U.S. Department of Commerce, U.S. Department of Education, Federal Communications Commission, and Department of Agriculture, as well as Native leaders and librarians from throughout the nation.

Objective 4.2: Identify trends and provide consistent and reliable data on museum and library services and use to ensure that federal policymakers, public and private sector leaders, and the public are aware of the critical role that libraries and museums play in our democratic society.

FY 2015 Associated Activities from the Strategic Plan:

- Develop state and regional reports on service and financial trends in museum and library services.

- Disseminate IMLS statistical data in a variety of formats to ease accessibility and promote use by lay audiences.

FY 2015 Benchmarks and Assessing Progress:

- IMLS will broaden current statistical research to include periodic, cross-sectional surveys on priority topics.
- IMLS will implement national, regional, and state reports on the state of the museum sector.
- All IMLS statistical collections on library and museum services and use will be integrated into federal statistical repositories.

FY 2015 Evidence of Progress for Objective 4.2:

Research and Data Collection Activities

IMLS continued worked with the FCC to reform the E-rate Universal Service Fund for Schools and Libraries, providing statistical data and analysis, as well as consultation on the needs of libraries in the United States. Over the past year, IMLS's Office of Planning, Research and Evaluation continued helping FCC to understand IMLS public library data and how it might inform the FCC's E-rate Modernization Planning.

Public Library Survey (PLS)

The Public Library Survey provides information on key metrics of library health and services across the United States and outlying territories, and addresses a variety of key metrics, including visitation, circulation, collections, digital access, and revenue. The report will feature performance indicators and examine differences in library service at different locality levels: city, suburb, town, rural and national. It will also include state level analysis of key variables along with state profiles.

State Library Administrative Agency (SLAA) Survey

The State Library Administrative Agencies survey is conducted every two years and provides descriptive information about state library agencies such as: state library agency identification, governance, public service hours, service outlets, collections, library service transactions, library development transactions, services to other libraries in the state, allied operations, staff, income, expenditures, and electronic services and information.

National Household Survey

The Public Needs for Library & Museum Services will provide information about the expectations of and satisfaction with museum and library services, with the goal of producing a comprehensive report and data files (public and restricted use) on the current use of library and museum services across the United States. The data collected for the Public Demand for Library and Museums Services national household survey is currently being reviewed, with the report expected to follow in 2016.

Museum Universe Data File

In FY 2015 IMLS continued to refine the Museum Universe Data File (MUDF), which was

originally released in May 2014. IMLS will soon release an updated museum database with museums and museum-serving organizations in the U.S. The data was collected by compiling information from IMLS administrative files, non-profit 990 filings, grantee lists from private foundations, and data obtained from third party commercial vendors. IMLS solicited input from the museum community to verify and correct data entries.

Objective 4.3: Support and extend a national digital information infrastructure that leverages libraries and museums as key partners and providers of reliable, persistent, and widely available access to digital information and services.

FY 2015 Associated Activities from the Strategic Plan:

- Identify necessary components and partners for a national digital information infrastructure, identify which parts already exist wholly or partially, and identify key gaps.
- Align and coordinate IMLS activities with external concurrent and complementary national and statewide efforts, and continue ongoing engagement with activities such as the National Digital Stewardship Alliance, the Interagency Working Group on Digital Data, and the Digital Public Library of America.
- Focus relevant grant programs and other activities to emphasize and encourage building and extending a national digital information infrastructure.

FY 2015 Benchmarks and Assessing Progress:

In FY 2015 IMLS met with experts for the second year in a row to identify necessary components and partners for a national digital platform and to identify which parts already exist wholly or partially. As a result, IMLS changed the National Leadership Grant for Libraries application guidelines and cycle for FY 2015, implemented similar changes for the Laura Bush 21st Century Librarian Program for FY 2016, and published a white paper based on its April 2015 National Digital Platform convening.

FY 2015 Evidence of Progress for Objective 4.3:

President Obama Announces Open eBooks

On April 30, at the Anacostia Branch of the District of Columbia Public Library, President Obama announced a new effort to strengthen student learning by improving access to digital content. IMLS is supporting several library and non-profit partners to develop the Open eBooks initiative, which will make more than \$250 million in popular eBooks from major publishers available for free to children from low-income families via an app. The Open eBooks app is being developed by the New York Public Library, which is partnering with the Digital Public Library of America and First Book to curate and deliver the eBooks to students from low-income families.

FY 2015 Grant Examples:

New York Public Library – New York, NY

Award: \$1,372,154

Grant Program: National Leadership Grants for Libraries – National Digital Platform

The New York Public Library (NYPL), in close collaboration with the Digital Public Library of America (DPLA), and 19 partner libraries and library consortia from across the country will expand and provide outreach for the Library Simplified open source eBook platform. Through this work, the partners aim to unify and improve the eBook borrowing and reading experience for library users across the country. The project directly supports technology development and implementation of the Open eBooks initiative, an effort to make eBooks available to children and youth from low-income families. The project also supports a broader strategy to enhance open source software tools for public library systems across the country to provide access to eBooks.

Digital Public Library of America - Boston, MA

Program: National Leadership Grants for Libraries – National Digital Platform

The Digital Public Library of America (DPLA), Stanford University, and DuraSpace will foster a greatly expanded network of open-access, content-hosting "hubs" that will enable discovery and interoperability, as well as the reuse of digital resources by people from this country and around the world. At the core of this transformative network are advanced digital repositories that not only empower local institutions with new asset management capabilities, but also connect their data and collections. Currently, DPLA's hubs, libraries, archives, and museums more broadly use aging, legacy software that was never intended or designed for use in an interconnected way, or for contemporary web needs. The three partners will engage in a major development of the community-driven open source Hydra project to provide these hubs with a new all-in-one solution, which will also allow countless other institutions to easily join the national digital platform.

WGBH Educational Foundation – Boston, MA

Award: \$898,474

Grant Program: National Leadership Grants for Libraries – National Digital Platform

WGBH, in partnership with Pop-Up Archive, will address the challenges faced by many libraries and archives trying to provide better online access to their media collections. This 30-month research project will explore and test technological and social approaches for metadata creation by leveraging scalable computation and engaging the public to improve access through crowdsourcing games for time-based media. The project will support several related areas of research and testing, including: speech-to-text and audio analysis tools to transcribe and analyze almost 40,000 hours of digital audio from the American Archive of Public Broadcasting; open source web-based tools to improve transcripts and descriptive data by engaging the public in a crowdsourced, participatory cataloging project; and creating and distributing data sets to provide a public database of audiovisual metadata for use by other projects.

Internet Archive – San Francisco, CA

Award: \$353,221

Grant Program: National Leadership Grants for Libraries Project – National Digital Platform

The Internet Archive, working with partner organizations, University of North Texas, Rutgers University, and Stanford University Library will undertake a two-year research project to explore techniques that can expand national web archiving capacity in several areas. The project aims to build a foundation for collaborative technology development, improved systems interoperability, and an Application Programming Interface (API) based model for enhanced access to, and research use of, web archives. The project will outline successful community models for cooperative technology development work; it will prototype and test API-based interoperability; and it will explore how interoperability can enable new access models, improve discoverability, and expand shared digital services. In working with the Archive-It platform, now used by more than 350 partner institutions, results of this research will be directly applicable to libraries, archives, and museums around the country and the world.

5. Assessing Progress in Meeting IMLS' Goals 5 Objectives

Strategic Goal 5: 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. With its strategic plan, IMLS accomplished many activities in FY 2015 and will advance these activities in the coming year.

Progress is summarized below.

Objective 5.1: Develop an exemplary model of efficient federal grants management.	Partially Met
Objective 5.2: Cultivate a culture of planning, evaluation, and evidence-based practice to maximize the impact of public investments.	Partially Met
Objective 5.3: Promote greater transparency and accountability of IMLS operations.	Partially Met
Objective 5.4: Encourage and promote an engaged and energized IMLS workforce.	Met

Objective 5.1: Develop an exemplary model of efficient federal grants management.

FY 2015 Associated Activities from the Strategic Plan:

- Conduct process review of grant making across programs to identify efficiencies in IMLS grant review, grant management, and monitoring processes, and make appropriate changes based on the process review.

- Transition to an enhanced grants management system that will increase performance monitoring capability, improve communications with applicants and grantees, fast-track grant award processing, promote greater technical and financial stewardship, and reduce inefficiencies and costs associated with delayed project implementation and repeated project extensions.

FY 2015 Benchmarks and Assessing Progress:

- IMLS will achieve a 40 percent decrease in the time to process an application from receipt of proposal to decision; by FY 2016, it will achieve a further 10 percent decrease.
- IMLS will achieve a 15 percent decrease in amount of time staff spend processing grant applications; by FY 2016 it will achieve a further 20 percent decrease.
- IMLS will achieve a 20 percent decrease in number of grants that receive one or more extensions; by FY 2016, it will achieve a further 30 percent decrease.
- IMLS will establish baseline measures for grantee satisfaction with IMLS's new grant management information system.
- IMLS will have established a customer satisfaction baseline for online report training and will establish new targets for succeeding years.

IMLS developed these specific benchmarks in FY 2011 for the IMLS FY 2012 – 2016 Strategic Plan. At that time IMLS anticipated transitioning to an enhanced electronic grants management system in FY 2012/2013; however this system is still under development and therefore these specific benchmarks have not all been met. IMLS has continued to increase communication and reporting to our grantees and establish timely closeouts. IMLS has also improved efficiencies in other areas of grants management, as noted below.

FY 2015 Evidence of Progress for Objective 5.1:

- The State Program Manual (“Extranet”) is an online resource for SLAA personnel who administer LSTA Grants to States program or the Competitive Grants to Territories and Freely Associated States. The Extranet includes statutory and regulatory requirements, yearly award guidance outlining new grant requirements, standard reporting forms and procedural information, complying with federal cost principles and other requirements, and evaluating projects and services. In FY 2015 IMLS used results from an OMB-approved survey to users of the Extranet to redesign the content for usability. IMLS also thoroughly evaluated this content in preparation for moving it from a password-protected space to the free web. New content was released throughout the year to support all states in adopting a new framework for the State Program Report system.
- IMLS streamlined its nomination process for the National Medal for Museum and Library Service in 2015. It refined questions relating to financial information, which eliminated the need for financial audits in the nomination packet. This allowed the program to move to an electronic submission process for the first time.
- IMLS established an interdepartmental group to respond to new government-wide grant requirements as outlined in the *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.* (78 FR 78590–78691) (“Grant

Reform”). The working group created new formats to support the issuance of FY 2015 Notices of Funding Opportunities for all museum and library discretionary grant programs.

- IMLS implemented several substantive improvements in its application processing and grants management functions, resulting in greater efficiencies for program staff. These included changes to standard application forms for greater efficiency in the data entry process; full implementation of electronic award notices for all grant programs; and the development of a comprehensive reviewer database for museum programs.

Objective 5.2: Cultivate a culture of planning, evaluation, and evidence-based practice to maximize the impact of public investments.

FY 2015 Associated Activities from the Strategic Plan:

- Increase transparency and accessibility of IMLS data.
- Establish a data release and review policy.
- Redesign performance reporting forms for discretionary grant programs in a manner that limits reporting to outcome measures that align with program priorities and relieves the overall reporting burden on grantees.
- Work with State Library Administrative Agencies to develop a robust measurement system that tracks state (or local) progress toward the goal(s) of their five-year plans in alignment with IMLS’s strategic plan, identifies effective and ineffective strategies, and ensures that cross-state data are standardized.

FY 2015 Benchmarks and Assessing Progress:

- Planning and performance monitoring protocols will be implemented for 80 percent of the grant portfolio.
- First annual reports will be completed using new performance reporting protocols with the establishment of baseline measures for guiding future assessments.

FY 2015 Evidence of Progress for Objective 5.2:

In 2015 IMLS began preparing its strategy for five-year evaluation guidance to the State Library Administrative Agencies (SLAAs), which will be issued in FY 2016. IMLS will continue progress made through the standardization of its annual State Program Report system and work to regularize the five-year reporting and planning framework. This will allow IMLS to more easily compare benchmarks across different states, in alignment with the agency’s strategic plan.

- We continued improvements to our Open Data page summarizing the agency’s commitment to open data and information sharing: <http://www.imls.gov/data/>. This page includes a link to IMLS’s data catalog, which describes, in both human and machine-readable forms, all of the agency’s datasets that can be made publicly available. <http://www.imls.gov/data.json>

- In addition, data sets from the IMLS statistical program are updated annually in the DATA.GOV portal: <http://catalog.data.gov/organization/imls-gov>
- IMLS promotes a dataset of administrative records containing information regarding all discretionary grant recipients who were awarded funds by the agency from fiscal year 1996 through fiscal year 2013.
http://www.imls.gov/research/administrative_discretionary_grant_data.aspx

Measuring Success

The Measuring Success Initiative for IMLS's Grants to States Program made major advances during FY 2015. Most important, the third party contractor completed development of the base modules for the new State Program Report (SPR) for the state library administrative agencies to use to report on financial spending and performance of projects associated with their annual allotments. The new SPR modules specifically allow for: (1) Improved reporting structure using branched, closed-ended survey format for synthesizing data across individual projects; (2) integration of the paper Financial Status Report into the automated SPR; and (3) data collection of project interrelationships to measure the lifecycles of new and existing initiatives. Sixteen state library administrative partners piloted the system in the spring and summer of 2015 and have been serving as mentors in helping IMLS staff train their other state peers to begin reporting into the new system in October 2015 for FY 2014 final reports.

Objective 5.3: Promote greater transparency and accountability of IMLS operations.

FY 2015 Associated Activities from the Strategic Plan:

- Develop a plan for sharing grant information with the public, including applications, grant performance reporting, and post-award analysis of success in meeting objectives.
- Initiate regular applicant and grantee customer satisfaction surveys with application and reporting guidelines.
- Develop and implement an improved, regularized customer satisfaction survey process for reviewers to monitor the efficiency of the review process and identify ways to improve IMLS grant making.

FY 2015 Benchmarks and Assessing Progress:

- at least 70 percent of reports from FY 2008 to FY 2013 will be posted on the IMLS website;
- IMLS will establish a baseline measure of applicant and grantee satisfaction with IMLS grant-making processes;
- IMLS will establish a baseline measure of reviewer satisfaction with IMLS grantmaking processes;

IMLS has partially achieved these benchmarks. We have not provided final grant reports on the IMLS website. We are planning to provide access to final grant reports when we implement the new online grant management system, eGMS, in 2016/2017. We have made many modifications to the grant application and reviewer process to facilitate a more positive experience for both audiences but have not established baseline satisfaction measures. We have made great strides in making IMLS processes and information as transparent and accessible as possible.

FY 2015 Evidence of Progress for Objective 5.3:

- Developed web pages to profile each state and highlight their IMLS-related information. The new pages consolidate each of the states' five-year plans, five-year evaluations, project examples, survey data, and allotments. They also feature exemplary grant-funded projects and link to newly published interviews with state librarians that discuss their five-year evaluations, five-year plans and lessons learned.
- Continued the use of DropBox as a means of distributing proposals to reviewers, reducing the time spent by IMLS staff and making access simpler and easier for reviewers, all at a minimum cost.
- Extended the range and number of reviewers to address the variety of applications received; IMLS continues to collect information about reviewers and their areas of expertise.
- Awarded all "green lights" by the Department of Justice for IMLS's Freedom of Information Act program.
- Proposed and published revisions to its regulations under the Freedom of Information Act to describe how IMLS processes requests for records under FOIA and reaffirm the agency's commitment to providing the fullest possible disclosure of records to the public.
- Explored increasing public disclosure of information regarding the IMLS Grants to States Program. Last year, IMLS drew information from a password-protected database of funded projects and made them available to the general public, and added a new section to its website on the measuring Success initiative. This year, IMLS has increased public access to information by developing new state-level profiles containing data on the use of Grants to States funds by each state.
- In response to the President's Executive Order on Making Open and Machine Readable the New Default for Government Information, IMLS maintains a <http://www.imls.gov/data> webpage; conducted an internal audit of all available datasets within the agency; and created a machine-readable data catalog of the agency's datasets. <http://www.imls.gov/data.json>
- In 2015 IMLS transitioned to a new and enhanced www.imls.gov website, which improved usability and navigation for all IMLS operations.
- IMLS is developing a standard format for final reports from all IMLS discretionary grant program, with a goal of eventually making such reports publicly available. A standardized format will increase the usability and analysis of individual reports, and will support batch analysis of reports.

Objective 5.4: Encourage and promote an engaged and energized IMLS workforce.

FY 2015 Associated Activities from the Strategic Plan:

- Develop agency-wide training that is tied to agency mission and goals.
- Centralize IMLS training priorities to promote greater personal learning and development, increasing our subject matter experts to further the agency's mission and goals.

FY 2015 Benchmarks and Assessing Progress:

- In 2015 IMLS continued expanding upon our Learning Management System and adoption for 100 percent of our staff, which links to the critical competencies measured and evaluated by OPM, OMB, and EEOC. The Agency met its statutory requirements such as No Fear Act, Ethics Training, Supervisory, Managerial, and Executive Training, and Computer Security Awareness.

FY 2015 Evidence of Progress for Objective 5.4:

- IMLS achieved full compliance with its annual ethics training requirements. The agency has been recognized previously by the Office of Government Ethics (OGE) for: (1) its leadership's concrete actions to demonstrate commitment to ethics and promote an ethical culture; and (2) its training content and delivery methods as model practices.
- In 2015 the Office of Human Resources (OHR) continued its efforts to adopt and cultivate knowledge management practice, capturing the current knowledge of our highly skilled and talented workforce to mitigate the operational gaps caused by voluntary or involuntary attrition. In 2015 IMLS continued the services of a resident Executive Consultant to reduce the gaps identified in our 2014 EVS and 2012 OPM Leadership 360™ results, and to work with the IMLS Executive Leadership Team. Supervisory Training Forums, covering topics such as Prohibited Personnel Practices, Merit Systems Principles, Performance Management, Equal Employment Opportunity, and Diversity & Inclusion were discussed.
- The IMLS Workforce Engagement (WE) Team planned activities to raise money for the Combined Federal Campaign (CFC), develop and train staff on Emergency Preparedness, coordinate team events for the 2015 Feds Feed Families Campaign, in which IMLS donated 673 pounds to the Capital Area Food Bank, and supporting the First Lady's *Let's Move!* Initiative with creative and healthy activities such as the IMLS summer steps challenge.
- IMLS continues to promote greater personal learning and development amongst all staff, increasing their subject matter experts to further the agency's mission and goals through cross-cutting agency projects and initiatives, attendance in professional development conferences, and agency-wide training opportunities.

B. Additional Management Highlights

Financial, Procurement, and Grants Management

Financial

IMLS continued to use the Federal Aviation Administration – Enterprise Services Center (FAA-ESC) for its accounting and financial reporting requirements. Using a Financial Management Line of Business (FMLOB) Center of Excellence has significant benefits, including a reduction in the need for additional full-time employees and reduced overhead costs.

In addition, IMLS uses these other federal government shared service providers:

- Department of Transportation for E-travel services; where IMLS successfully migrated from the Gov Trip travel system to E2 solutions in the summer of 2015.
- General Services Administration (GSA) for agency purchase and travel credit cards;
- Department of Interior – National Business Center for payroll services and the negotiation of indirect cost grant proposals.

These partnerships result in cost savings and operational efficiencies, access to timely budgetary and financial reporting, and information necessary for agency and programmatic decisions.

Grants

IMLS has entered into an Interagency Agreement with NEA and NEH on the deployment of NEH's new Electronic Grants Management System (eGMS). IMLS determined that best administration of grants will be accomplished by delaying transition to eGMS until the full system is operational. Based on this decision and NEH's most recently revised production schedule, IMLS anticipates being active in eGMS in FY 2017. The agency continues to plan for providing access to final grant reports once we are utilizing the eGMS system. IMLS has successfully incorporated the new *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* into its grant operations. IMLS continues to emphasize the importance of training on the new requirements internally and externally.

Procurement

IMLS is committed to fiscal stewardship, dedication to its small business partners, and achieving cost savings where practicable. Compared to the prior fiscal year, the number of contract actions decreased in FY 2015 by 2, from 67 to 65. IMLS reduced the use of high-risk contract types (i.e., non-competitive awards of contract types other than firm-fixed price). The use of firm-fixed price contracts increased this year 13 percent from 85 percent to 98 percent. Similarly, IMLS increased competitive actions by 2 percent from 93 percent to 95 percent. Through consolidation, federal strategic sourcing, and negotiation, IMLS achieved a cost savings of 20 percent. IMLS achieved these cost savings while significantly exceeding the agency's small business goals. Compared to the Small Business Administration's goal to award 23 percent of awards to small businesses, IMLS awarded 53 percent of contracts to small businesses.

Additionally in FY 2015 IMLS completed its transition to an electronic contract records system using Microsoft SharePoint.

Information Technology

After the development of the IMLS Information Security Continuous Monitoring (ISCM) Strategy, the completion of the IMLS FISMA audit, and the 30-day Cybersecurity Sprint the Office of the Chief Information Officer began making efforts toward increasing security monitoring, remediating findings, and strategizing on ISCM. The ISCM strategy established an ISCM program that consists of remediation of known weaknesses and unacceptable risks, ongoing selection and assessment of security controls, vulnerability assessment and reporting, and ongoing monitoring of security events and audit logs. Through the ISCM program the OCIO began work to control monitoring frequencies to allow IMLS to transition from annual security control auditing practices into a continuous monitoring approach defining monitoring frequencies that align with IMLS risk and identified vulnerabilities. This fiscal year the OCIO has started work to further protect IMLS information and assets through the requirement to immediately identify indicators of compromise as identified by DHS, immediate patching of critical vulnerabilities, accelerate implementation of multi-factor authentication, and tightening policies and practices.

During FY 2015 IMLS completed its assessment of cloud services, its capabilities for storage and archiving of IMLS emails/records. IMLS plans to take the 'Capstone' approach for archiving of email. The assessment concluded and services are being acquired to first move IMLS email to the cloud ensuring we meet the Records Management directive for archiving all IMLS email before the December 2016 requirement issued by NARA, reduce IMLS onsite needs for storage, electrical power, and air conditioning. This move and the purchase of EPEAT compliant equipment promotes the agency's efforts to have a more sustainable environment and supports the agency's workforce need for increased and secure mobile access.

3. Financial Information

A Message from the Chief Financial Officer

On behalf of the Institute of Museum and Library Services, it is my pleasure to join with Director Matthew in presenting the Institute's *FY 2015 Performance and Accountability Report*. This report is an integrated presentation of our programmatic, financial, and operational achievements during the past year.

The independent audit of our financial statements has been completed, and I am pleased to report that the Institute received a tenth consecutive unmodified opinion, with no material weaknesses. This is evidence of the organization's continued emphasis on reviewing and strengthening internal controls.

In Fiscal Year 2015, there were no significant changes or issues in the Institute's financial operations or systems. We continued our successful partnership with the Federal Aviation Administration – Enterprise Services Center (FAA-ESC) for our accounting and financial reporting services. The ability to partner with one of the Office of Management and Budget's designated Centers of Excellence affords us the opportunity to receive the numerous benefits a shared service provider can offer, at affordable costs.

During Fiscal Year 2016, we will continue to improve operational efficiencies, strengthen internal controls, and optimize the use of improved technology. The agency is continuing to engage with our federal partners in the deployment of a web-based grants management system. The agency also plans to further leverage our web-based staff training system to further lower our overall training costs.

We are confident that our financial systems and operations will continue to support the Institute's mission to effectively and efficiently reach our intended outcomes. I want to extend my sincere thanks and appreciation to all of the dedicated staff at IMLS whose commitment and effort made this past year a success, your work is recognized and appreciated.



Christopher A. Catignani
Chief Financial Officer

November 10, 2015

**Institute of Museum and Library Services
Audit of Financial Statements**

As of and for the Years Ended

September 30, 2015 and 2014

Submitted By

Leon Snead & Company, P.C.

Certified Public Accountants & Management Consultants

4. Required Supplementary Stewardship Information

RSSI – Investment in Research and Development (unaudited)

The Institute of Museum and Library Services through the Museum and Library Services Act of 2010 has unique federal responsibilities for the “development and implementation of policy to 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”. The law charges IMLS with advising the President and Congress on library, museum, and information services and with supporting a wide range of programming that impacts the lives of millions of Americans. The Grants to States program was appropriated funds in the amount of \$154,848,000 in FY 2015 for library funding to all fifty states, the District of Columbia, the U.S. Territories and the Freely Associated States.

In fulfillment of those responsibilities, IMLS has invested research funding in the development of a redesign of the Grants to States Program Reporting (SPR) system to be used by the State Library Administrative Agencies (SLAAs). The SPR system will include technological and informational upgrades to the original reporting system. These upgrades will allow SLAAs to report directly into the SPR system to better categorize and share information. The benefits of improved capture and classification of data from the Grants to States program not only improves program-level evaluation, but offers the states a benchmarking tool for similar projects. Future investment is planned to increase data transparency even further by more broadly sharing the information with the research community and the public. One of the expected benefits for the public is the development of new or improved applications and projects from recipients of IMLS funding.

The original reporting system for the Grants to States program was developed by IMLS in 2002 and was still operational in FY 2015. This legacy reporting system has outlasted all estimates of determinable life. In FY 2013, IMLS started developing a new SPR system, which completed the Phase II pilot stage for reporting at the end of FY 2015 and will continue with the Phase III pilot stage for outcomes in FY 2016. The SPR will be fully functional by FY 2017 and will enhance efforts to quantify non-financial and financial data, offer the states increased reporting capabilities, and allow comparisons of more standardized data from the states. Continued investment in the SPR is planned in FY 2016 to achieve benefits in the area of data transparency, including a layer for search. The development expenses incurred to date for the upgraded SPR are included in the schedule below, and outcomes will be reported at the end of FY 2017.

Fiscal Year	Expenses Incurred
2015	\$.146M
2014	\$.217M
Total	\$.363M

5. Other Information

Summary of Financial Statement Audit and Management Assurances (unaudited)

Table 1: Summary of Financial Statement Audit

Audit Opinion	Unmodified				
Restatement	No				
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Ending Balance
None					
<i>Total Material Weaknesses</i>	0	0	0	0	0

Table 2: Summary of Management Assurances

Effectiveness of Internal Control over Financial Reporting (FMFIA § 2)						
Statement of Assurance	Unqualified					
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Reassessed	Ending Balance
None						
<i>Total Material Weaknesses</i>	0	0	0	0	0	0
Effectiveness of Internal Control over Operations (FMFIA § 2)						
Statement of Assurance	Unqualified					

Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Reassessed	Ending Balance
None						
<i>Total Material Weaknesses</i>	0	0	0	0	0	0
Conformance with financial management system requirements (FMFIA § 4)						
Statement of Assurance	Systems conform to financial management system requirements					
Non-Conformances	Beginning Balance	New	Resolved	Consolidated	Reassessed	Ending Balance
None						
<i>Total non-conformances</i>	0	0	0	0	0	0
Compliance with Section 803(a) of the Federal Financial Management Improvement Act (FFMIA)						
	Agency			Auditor		
Overall Substantial Compliance	Not applicable*			Not applicable*		
1. System Requirements	Not applicable*					
2. Accounting Standards	Not applicable*					
3. USSGL at Transaction Level	Not applicable*					

*OMB Bulletin 07-04 states that agencies subject to the ATDA and Government Corporation Control Act are not subject to the requirements of FFMIA.

Improper Payments Information Act (IPIA)

Risk Assessment and Systematic Sampling Method

There are only four grant programs where the entire annual budget authority exceeds \$10 million. These are: Grants to States, Laura Bush 21st Century Librarians, Library National Leadership Grants, and Museums for America. Risk factors included in the review of these programs were:

<u>Risk Factor</u>	<u>Response</u>
Whether the program or activity reviewed is new to the Agency	No programs reviewed are new to the Agency.
The complexity of the program or activity reviewed	No program or activity within IMLS is deemed complex, particularly with respect to determining the correct amounts.

The volume of payments made annually	IMLS does not make a high volume of payments annually.
Whether payments or eligibility decisions are made outside of the Agency	None
Recent major changes in program funding, authorities, practices, or procedures	None
Training for personnel	IMLS Staff are adequately trained throughout the year on current grants administration practices and policies within the Federal Government.
Significant deficiencies in audit reports	There have been no significant deficiencies in any audit report that might hinder accurate payment certification.
Results from prior improper payment work	A review of improper payments is done each fiscal year and there have been no findings on significant improper payments.

None of these grant programs is considered susceptible to significant erroneous payments or qualifies as “risk susceptible” based on OMB guidance thresholds. The Grants to States program grants are awarded yearly to each of the 50 states, the District of Columbia, the U.S. Territories and the Freely Associated States. The recipient is the State Library Agency of each state or territory, and does not change from year to year. The other three programs follow the IMLS discretionary grant process and each institution is pre-determined for eligibility (as are applicants to all our grant programs).

To identify payments that were erroneously paid, a review of all FY 2015 grant refunds was performed. There were overpayments totaling approximately \$29,889 or 0.01 percent of the Agency’s total program outlays of \$213.73 million as of September 30, 2015. As of September 30, 2015, IMLS has recovered zero percent of these payments.

In FY 2014 there were overpayments totaling approximately \$398,773 or 0.18 percent of the Agency’s total program outlays of \$217.30 million. As of September 30, 2014 IMLS had recovered 100 percent of these payments

A review of administrative expenses in FY 2015 and FY 2014 identified no significant improper payments. In addition, there were no underpayments in the review of FY 2015 and FY 2014 total outlays. In accordance with the Improper Payments Elimination and Recovery Improvement Act of 2012 (IPERIA), FY 2015 administrative expenses include employee travel costs, but do not include payroll costs because the actual disbursement of payments to employees is fully the responsibility of our shared service provider.

Corrective Actions

While the Agency has determined that no programs are susceptible to significant erroneous payments, it has strengthened its preventative controls prior to disbursement of grant payments. In FY 2015, IMLS, along with its financial management shared-service provider continued the use of the Batch Processing function of OMB's Do Not Pay Solution. If a payment was paid in error and deemed improper, IMLS can immediately collect those funds. IMLS reviews 100 percent of reimbursement or advance requests before a disbursement is made.

Improper Payment Reporting Tables

Table 1: Improper Payment Reduction Outlook

Program or Activity	PY Outlays	PY IP %	PY IP \$	CY Outlays	CY IP %	CY IP \$
Grants	\$217.30M	0.18%	\$.399M	\$213.73M	0.01%	\$.029M
Administrative	\$3.60M	0.00%	\$0	\$4.15M	0.00%	\$0
Total	\$220.90M		\$.399M	\$217.88M		\$.029M

Program or Activity	CY+1 Est. Outlays	CY+1 IP %	CY+1 IP \$	CY+2 Est. Outlays	CY+2 IP %	CY+2 IP \$	CY+3 Est. Outlays	CY+3 IP %	CY+3 IP \$
Grants	\$218.00M	0.009%	\$.020M	\$215.00M	0.008%	\$.017M	\$215.00M	0.007%	\$.015M
Administrative	\$4.60M	0.000%	\$0	\$4.40M	0.000%	\$0	\$4.50M	0.000%	\$0

Table 2: Overpayments Recaptured Outside of Payment Recapture Audits

Agency Source	Amount Identified (CY)	Amount Recaptured (CY)	Amount Identified (PY)	Amount Recaptured (PY)	Cumulative Amount Identified (CY+PYs)	Cumulative Amount Recaptured (CY+PYs)
Post - Payment Reviews	\$.029M	\$0	\$.399M	\$.399M	\$.428M	\$.399M

Agency Reduction of Improper Payments with the Do Not Pay Initiative

An important part of the IMLS's program integrity efforts designed to prevent, identify, and reduce improper payments is integrating Treasury Department's Do Not Pay (DNP) Business Center into our existing processes. IMLS utilizes the DNP Business Center to perform online searches, screen payments against the DNP databases, and augment OFM's data analytics capabilities.

IMLS follows established pre-enrollment, pre-award, and pre-payment processes for all acquisition and financial assistance awards. Pre-enrollment procedures include cross-referencing applicants against General Services Administration's (GSA) System for Award Management (SAM) exclusion records. We also review federal and commercial databases to verify past performance, federal government debt, integrity, and business ethics. As part of our pre-award process and prior to entering into an agreement, we require recipients of financial assistance to verify the entities they transact with are not excluded from receiving federal funds. For pre-payment processes, ESC verifies an entity against both SAM and the Internal Revenue Service's Taxpayer Identification Number (TIN) Match Program before establishing them as a vendor in our core financial accounting system.

Using the DNP Business Center helps IMLS to improve the quality and integrity of information within our financial system. In FY15, ESC engaged the DNP Analytics Services to match our vendor records with the Death Master File (DMF). The review identified high-risk vendor records possibly associated with deceased individuals and enabled us to classify the vendor records into risk-based categories for further evaluation. ESC deactivated the highest risk vendor records, thereby decreasing the likelihood of improper payments to deceased individuals.

The IMLS performs post-payment reviews to adjudicate conclusive matches identified by the DNP Business Center. The monthly adjudication process involves verifying payee information against internal sources, reviewing databases within the DNP Business Center, and confirming whether IMLS applied appropriate business rules when the payments was made.

In November 2014, the DNP Business Center upgraded its capabilities by automating the adjudication process through the DNP portal and providing better matching against SAM. While this upgrade significantly improved the process and immediately resulted in efficiencies, differences between ESC and Treasury Department payment file formats prevented the DNP Business Center from matching IMLS payments made from November 2014 through July 2015. The file format differences were resolved and the automated adjudication process resumed in

August 2015. IMLS in coordination with ESC will complete the post-payment review of the unmatched backlog of payments made from November 2014 to July 2015 during FY 2016.

Table 3: Implementation of the Do Not Pay Initiative to Prevent Improper Payments

	Number (#) of payments reviewed for improper payments	Dollars (\$) of payments reviewed for improper payments	Number (#) of payments stopped	Dollars (\$) of payments stopped	Number (#) of improper payments reviewed and not stopped	Dollars (\$) of improper payments reviewed and not stopped
Reviews with the DMF and SAM	1,082	\$47.772M	0	\$0	0	\$0

Institute of Museum and Library Services

Audit of Financial Statements

**As of and for the Years Ended
September 30, 2015 and 2014**

Submitted By

Leon Snead & Company, P.C.

Certified Public Accountants & Management Consultants



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Independent Auditor's Report

Dr. Kathryn K. Matthew, Director
Institute of Museum and Library Services

We have audited the accompanying balance sheets of the Institute of Museum and Library Services (IMLS), as of September 30, 2015 and 2014, and the related statements of net cost, changes in net position, and budgetary resources (the financial statements) for the years then ended. The objective of our audit was to express an opinion on the fair presentation of those financial statements. In connection with our audit, we also considered the IMLS' internal control over financial reporting and tested the IMLS' compliance with certain provisions of applicable laws, regulations, contracts and grant agreements that could have a direct and material effect on its financial statements.

SUMMARY

As stated in our opinion on the financial statements, we found that the IMLS' financial statements as of and for the years ended September 30, 2015 and 2014, are presented fairly, in all material respects, in conformity with accounting principles generally accepted in the United States of America.

Our consideration of internal control would not necessarily disclose all deficiencies in internal control over financial reporting that might be material weaknesses under standards issued by the American Institute of Certified Public Accountants. However, our testing of internal control identified no material weaknesses in financial reporting.

As a result of our tests of compliance with certain provisions of laws, regulations, and significant provisions of contracts and grant agreements, nothing came to our attention that caused us to believe that IMLS failed to comply with applicable laws, regulations, contracts or grant agreements that have a material effect on the financial statements insofar as they relate to accounting matters.

The following sections discuss in more detail our opinion on the IMLS' financial statements, our consideration of IMLS' internal control over financial reporting, our tests of IMLS' compliance with certain provisions of applicable laws and regulations, and management's and our responsibilities.

REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying financial statements of IMLS, which comprise the balance sheets as of September 30, 2015 and 2014, and the related statements of net cost, changes in net position, and budgetary resources for the years then ended, and the related notes to the financial statements.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of IMLS as of September 30, 2015 and 2014, and the related net cost, changes in net position, and budgetary resources for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America. Such responsibility includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to error or fraud.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America; standards applicable to financial statement audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and pertinent provisions of OMB Bulletin 15-02, *Audit Requirements for Federal Financial Statements* (the OMB audit bulletin). Those standards and the OMB audit bulletin require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments in a Federal agency, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing opinions on the effectiveness of the IMLS' internal control or its compliance with laws, regulations, and significant provisions of contracts and grant agreements. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

REQUIRED SUPPLEMENTARY INFORMATION AND REQUIRED SUPPLEMENTARY STEWARDSHIP INFORMATION

Accounting principles generally accepted in the U.S. require that Management's Discussion and Analysis and information about stewardship investments in research and development be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Federal Accounting Standards Advisory Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information and required supplementary stewardship information in accordance with auditing standards generally accepted in the U.S., which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

OTHER ACCOMPANYING INFORMATION

Our audit was conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The performance measures, Summary of Financial Statement Audit and Management Assurances, and reporting details related to the Improper Payments Improvement Act, as amended by the Improper Payments Elimination and Recovery Act, are presented for the purposes of additional analysis and are not required parts of the basic financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on it.

OTHER AUDITOR REPORTING REQUIREMENTS

Report on Internal Control

In planning and performing our audit of the financial statements of IMLS as of and for the years ended September 30, 2015 and 2014, in accordance with auditing standards generally accepted in the United States of America, we considered the IMLS' internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the IMLS' internal control. Accordingly, we do not express an opinion on the effectiveness of the IMLS' internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control

that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. However, given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses.

Because of inherent limitations in internal controls, including the possibility of management override of controls, misstatements, losses, or noncompliance may nevertheless occur and not be detected. A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Report on Compliance

As part of obtaining reasonable assurance about whether the agency's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, and significant provisions of contracts and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts, and certain other laws and regulations. We limited our tests of compliance to these provisions and we did not test compliance with all laws and regulations applicable to the IMLS. Providing an opinion on compliance with certain provisions of laws, regulations, and significant contract provisions and grant agreements was not an objective of our audit and, accordingly, we do not express such an opinion.

In connection with our audit, nothing came to our attention that caused us to believe that IMLS failed to comply with applicable laws, regulations, or significant provisions of laws, regulations, contracts, and grant agreements that have a material effect on the financial statements insofar as they relate to accounting matters. However, our audit was not directed primarily toward obtaining knowledge of such noncompliance. Accordingly, had we performed additional procedures, other matters may have come to our attention regarding the IMLS' noncompliance with applicable laws, regulations, or significant provisions of laws, regulations, contracts, and grant agreements insofar as they relate to accounting matters.

Restricted Use Relating to Reports on Internal Control and Compliance

The purpose of the communication included in the sections identified as "Report on Internal Control" and "Report on Compliance" is solely to describe the scope of our testing of internal control over financial reporting and compliance, and to describe any material weaknesses, significant deficiencies, or instances of noncompliance we noted as a result of that testing. Our objective was not to provide an opinion on the design or

effectiveness of the IMLS' internal control over financial reporting or its compliance with laws, regulations, contracts or grant agreements. The two sections of the report referred to above are integral parts of an audit performed in accordance with *Government Auditing Standards* in considering the IMLS' internal control over financial reporting and compliance. Accordingly, those sections of the report are not suitable for any other purpose.

Agency Comments and Auditor Evaluation

In commenting on the draft of this report, the management of IMLS concurred with the facts and conclusions in our report. A copy of management's response accompanies this report.

Leon Snead & Company, P.C.

November 10, 2015

DIRECTOR
INSTITUTE OF MUSEUM AND LIBRARY SERVICES
WASHINGTON, DC 20036-5802

November 10, 2015

Ms. Pat Layfield
Senior Audit Manager
Leon Snead & Company
416 Hungerford Drive, Suite 400
Rockville, MD 20850

Dear Ms. Layfield,

Thank you for managing the audit of the Institute of Museum and Library Services' fiscal year 2015 financial statements.

We concur with the facts and conclusion of your report, and are pleased to learn of the unmodified opinion on our financial statements and related notes. Your work helped validate the success of our continuing efforts to enhance IMLS' financial management systems and improve internal controls.

We appreciate the time and effort committed by you and your colleagues who worked on the audit. The professionalism of the audit team continues to be exemplary, and was instrumental in our efforts to complete the deliverables in a timely manner.

Yours truly,



Dr. Kathryn K. Matthew
Director

Cc: Chris Catignani, Chief Financial Officer

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

BALANCE SHEET

As of September 30, 2015 and 2014

(in dollars)

Assets:	<u>2015</u>	<u>2014</u>
Intragovernmental:		
Fund Balance with Treasury (note 2)	\$ 279,214,206	\$ 283,046,497
Other - Advances (note 4)	587,032	32,303
Total intragovernmental	279,801,238	283,078,800
General property, plant and equipment, net (note 3)	-	92,298
Other - Grant Advances (note 4)	5,231,128	5,624,676
Total assets	\$ 285,032,366	\$ 288,795,774
Liabilities (note 5):		
Intragovernmental:		
Other (note 6)	\$ 283,168	\$ 1,037,037
Total intragovernmental	283,168	1,037,037
Accounts payable	122,678	219,495
Other (note 6)	736,898	711,673
Other - Grant Accrual (note 6)	39,168,404	43,238,476
Total liabilities	40,311,148	45,206,681
Commitments and contingencies	-	-
Net position:		
Unexpended appropriations - All Other Funds	244,197,861	242,791,519
Cumulative results of operations - Funds from Dedicated Collections (Combined (note 8))	141,182	338,826
Cumulative results of operations - All Other Funds	382,175	458,748
Total Net Position - Funds from Dedicated Collections	141,182	338,826
Total Net Position - All Other Funds	244,580,036	243,250,267
Total Net Position	244,721,218	243,589,093
Total liabilities and net position	\$ 285,032,366	\$ 288,795,774

The accompanying notes are an integral part of these statements

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

**STATEMENT OF NET COST
As of September 30, 2015 and 2014
(in dollars)**

Program costs: (note 9 & 10)	<u>2015</u>	<u>2014</u>
Goal 1: Supporting lifelong learning		
Gross costs	\$ 87,262,331	\$ 89,635,592
Less: Earned revenue	-	-
Net Program Costs	<u>87,262,331</u>	<u>89,635,592</u>
Goal 2: Promoting museums and libraries as strong community anchors		
Gross costs	\$ 63,949,750	\$ 60,216,401
Less: Earned revenue	-	-
Net Program Costs	<u>63,949,750</u>	<u>60,216,401</u>
Goal 3: Supporting exemplary stewardship of museum and library collections		
Gross costs	\$ 72,268,117	\$ 74,219,051
Less: Earned revenue (note 11)	(1,004,686)	(673,841)
Net Program Costs	<u>71,263,431</u>	<u>73,545,210</u>
Goal 4: Sustaining and increasing public access to information and ideas		
Gross costs	\$ 1,921,992	\$ 1,999,331
Less: Earned revenue	-	-
Net Program Costs	<u>1,921,992</u>	<u>1,999,331</u>
Net Cost of Operations	<u><u>\$ 224,397,504</u></u>	<u><u>\$ 225,396,534</u></u>

The accompanying notes are an integral part of these statements

INSTITUTE OF MUSEUM AND LIBRARY SERVICES
STATEMENT OF CHANGES IN NET POSITION
As of September 30, 2015 and 2014
(in dollars)

	2015			2014		
	Funds from Dedicated Collections (Combined (note 8))	All Other Funds	Consolidated Total	Funds from Dedicated Collection (Combined (note 8))	All Other Funds	Consolidated Total
Cumulative Results Of Operations:						
Beginning Balances	\$ 338,826	\$ 458,748	\$ 797,574	\$ 802,776	\$ 557,662	\$ 1,360,438
Adjustments:						
Changes in accounting principles	-	-	-	-	-	-
Corrections of errors	-	-	-	-	-	-
Beginning Balance, as adjusted	<u>338,826</u>	<u>458,748</u>	<u>797,574</u>	<u>802,776</u>	<u>557,662</u>	<u>1,360,438</u>
Budgetary Financing Sources:						
Appropriations Used	-	223,859,389	223,859,389	-	224,294,483	224,294,483
Nonexchange Revenue	-	-	-	-	-	-
Donations of Cash and Cash Equivalents (note 18)	(96,363)	-	(96,363)	62,140	-	62,140
Transfers in/out without reimbursement	-	-	-	-	-	-
Other	-	-	-	-	-	-
Other Financing Sources (Non-Exchange):						
Imputed financing	-	360,261	360,261	-	477,047	477,047
Total Financing Sources	<u>(96,363)</u>	<u>224,219,650</u>	<u>224,123,287</u>	<u>62,140</u>	<u>224,771,530</u>	<u>224,833,670</u>
Net Cost of Operations	101,281	224,296,223	224,397,504	526,090	224,870,444	225,396,534
Net Change	<u>(197,644)</u>	<u>(76,573)</u>	<u>(274,217)</u>	<u>(463,950)</u>	<u>(98,914)</u>	<u>(562,864)</u>
Cumulative Results Of Operations	141,182	382,175	523,357	338,826	458,748	797,574
Unexpended Appropriations:						
Beginning Balance	-	242,791,519	242,791,519	-	244,403,274	244,403,274
Adjustments:						
Changes in accounting principles	-	-	-	-	-	-
Corrections of errors	-	-	-	-	-	-
Beginning Balance, as adjusted	<u>-</u>	<u>242,791,519</u>	<u>242,791,519</u>	<u>-</u>	<u>244,403,274</u>	<u>244,403,274</u>
Budgetary Financing Sources:						
Appropriations Received	-	227,860,000	227,860,000	-	226,860,000	226,860,000
Appropriations transferred in/out	-	(300,000)	(300,000)	-	-	-
Other Adjustments	-	(2,294,269)	(2,294,269)	-	(4,177,272)	(4,177,272)
Appropriations Used	-	(223,859,389)	(223,859,389)	-	(224,294,483)	(224,294,483)
Total Budgetary Financing Sources	<u>-</u>	<u>1,406,342</u>	<u>1,406,342</u>	<u>-</u>	<u>(1,611,755)</u>	<u>(1,611,755)</u>
Total Unexpended Appropriations	<u>-</u>	<u>244,197,861</u>	<u>244,197,861</u>	<u>-</u>	<u>242,791,519</u>	<u>242,791,519</u>
Net Position	\$ 141,182	\$ 244,580,036	\$ 244,721,218	\$ 338,826	\$ 243,250,267	\$ 243,589,093

The accompanying notes are an integral part of these statements

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

STATEMENT OF BUDGETARY RESOURCES

As of September 30, 2015 and 2014

(in dollars)

	<u>2015</u>	<u>2014</u>
	<u>Budgetary</u>	<u>Budgetary</u>
Budgetary Resources:		
Unobligated balance, brought forward, October 1	\$ 6,379,932	\$ 8,658,510
Adjustment to unobligated balance brought forward, October 1 (+ or -)	-	-
Unobligated balance brought forward, October 1, as adjusted	<u>6,379,932</u>	<u>8,658,510</u>
Recoveries of prior year unpaid obligations	2,526,946	2,700,928
Other changes in unobligated balance (+ or -)	<u>(2,294,269)</u>	<u>(4,177,273)</u>
Unobligated balance from prior year budget authority, net	6,612,609	7,182,165
Appropriations (discretionary and mandatory)	227,463,637	226,922,140
Spending authority from offsetting collections (discretionary and mandatory)	<u>324,181</u>	<u>872,147</u>
Total Budgetary Resources	<u><u>\$ 234,400,427</u></u>	<u><u>\$ 234,976,452</u></u>
 Status of Budgetary Resources:		
Obligations incurred (note 12)	\$ 228,069,836	\$ 228,596,520
Unobligated balance, end of year:		
Apportioned	2,959,016	3,059,409
Exempt from apportionment	70,832	290,891
Unapportioned	<u>3,300,743</u>	<u>3,029,632</u>
Total unobligated balance, end of year	<u>6,330,591</u>	<u>6,379,932</u>
Total Budgetary Resources	<u><u>\$ 234,400,427</u></u>	<u><u>\$ 234,976,452</u></u>
 Change in Obligated Balance:		
Unpaid obligations:		
Unpaid obligations, brought forward, October 1	\$ 276,666,565	\$ 285,476,686
Adjustment to unpaid obligations, start of year (+ or -)	-	-
Obligations incurred	228,069,836	228,596,520
Outlays (gross) (-)	<u>(229,312,442)</u>	<u>(234,705,713)</u>
Actual transfers, unpaid obligations (net) (+ or -)	-	-
Recoveries of prior year unpaid obligations (-)	<u>(2,526,946)</u>	<u>(2,700,928)</u>
Unpaid obligations, end of year	<u>272,897,013</u>	<u>276,666,565</u>
Uncollected payments:		
Uncollected payments, Federal Source, brought forward Oct 1 (-)	-	-
Adjustment to uncollected payments, Federal Source, start of year (+ or -)	-	-
Change in uncollected payments, Federal Source (+ or -)	<u>(13,398)</u>	<u>-</u>
Actual transfers, uncollected payments, Federal Sources (net) (+ or -)	-	-
Uncollected payments from Federal sources, end of year (+ or -)	<u>(13,398)</u>	<u>-</u>
Memorandum (non-add) entries:		
Obligated balance, start of year (+ or -)	<u>\$ 276,666,565</u>	<u>\$ 285,476,686</u>
Obligated balance, end of year (+ or -)	<u><u>\$ 272,883,615</u></u>	<u><u>\$ 276,666,565</u></u>
 Budget Authority and Outlays, Net:		
Budget authority, gross (discretionary and mandatory)	\$ 227,787,818	\$ 227,794,287
Actual offsetting collections (discretionary and mandatory) (-)	(310,783)	(872,147)
Change in uncollected customer payments from Federal sources (discretionary and mandatory) (+ or -)	<u>(13,398)</u>	<u>-</u>
Anticipated offsetting collections (discretionary and mandatory) (+ or -)	-	-
Budget authority, net (discretionary and mandatory)	<u><u>\$ 227,463,637</u></u>	<u><u>\$ 226,922,140</u></u>
 Outlays, gross (discretionary and mandatory)	\$ 229,312,442	\$ 234,705,713
Actual offsetting collections (discretionary and mandatory) (-)	<u>(310,783)</u>	<u>(872,147)</u>
Outlays, net (discretionary and mandatory)	229,001,659	233,833,566
Distributed offsetting receipts (-)	96,363	(62,140)
Agency outlays, net (discretionary and mandatory)	<u><u>\$ 229,098,022</u></u>	<u><u>\$ 233,771,426</u></u>

The accompanying notes are an integral part of these statements

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

As of September 30, 2015 and 2014

(in Dollars)

Note 1 Significant Accounting Policies

The Financial Statements are presented in accordance with the accounting principles, reporting standards, and circulars of the principal central agencies of the Department of Treasury (Treasury); the Government Accountability Office (GAO); and the Office of Management and Budget (OMB).

A. Basis of Presentation

The financial statements have been prepared to report the financial position and results of operations of the Institute of Museum and Library Services (IMLS) as required by the Accountability of Tax Dollars Act of 2002 (ATDA), Public Law No. 107-289. The statements have been prepared from the books and records of IMLS in accordance with the form and content for entity financial statements, as specified by OMB Circular A-136, Financial Reporting Requirements, and IMLS accounting policies, which are summarized in this note. This statement differs from agency financial management reports also prepared by IMLS pursuant to OMB directives that are used to monitor and control IMLS' use of budgetary resources.

B. Reporting Entity

IMLS is the primary source of federal support for the nation's 123,000 libraries and 35,000 museums. The mission of IMLS is to inspire libraries and museums to advance innovation, lifelong learning, and cultural and civic engagement. We provide leadership through research, policy development, and grant making. IMLS supports key issues of national concern.

The activities of IMLS are authorized by Chapter 72 of Title 20 of the U.S. Code ([20 USC Section 9101 et seq.](#)), which codifies the Museum and Library Services Act, as amended, as well as Section 80r-5(b) of Title 20 of the U.S. Code (20 USC Section 80r-5(b)), which codifies the National Museum of African American History and Culture Act.

C. Budgets and Budgetary Accounting

The activities of IMLS are authorized by Chapter 72 and Section 80r-5(b) of Title 20 of the U.S. Code. As a federal agency administering discretionary federal programs, IMLS receives its funding through the indefinite appropriation process. It is one of several independent agencies whose spending limits each year are established in the Labor, Health and Human Services, Education, and Related Agencies Appropriations Act. IMLS's function is to support museum and library services.

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

As of September 30, 2015 and 2014

(in Dollars)

D. Basis of Accounting

Transactions are recorded on an accrual accounting basis and budgetary basis. Under the accrual method, revenues are recognized when earned and expenses are recognized when a liability is incurred, without regard to receipt or payment of cash. Budgetary accounting facilitates compliance with legal constraints and controls over the use of Federal funds.

E. Fund Balance with Treasury and Cash

Cash receipts and disbursements are processed by the U.S. Department of the Treasury. IMLS does not maintain cash in commercial bank accounts. Funds with Treasury are available to pay current liabilities and finance authorized purchase obligations.

F. Advances and Prepayments

IMLS records grant payments for work not yet performed at year-end as advances. As advances are liquidated in subsequent fiscal years, they are recorded as expenses.

G. Revenues and Other Financing Sources

IMLS receives funding through annual Congressional appropriations from the budget of the United States. In addition, IMLS was granted the authority to accept donations and to invest in interest-bearing accounts. These donations, which constitute funds from dedicated collections, may be restricted as to the purpose or time period for which they are provided.

H. Non-Entity Assets and Liabilities

Non-entity assets are defined as those assets that are held and managed by IMLS but are not available to finance IMLS operations. An amount equal to the non-entity assets is recognized as an entity liability under Other Liabilities.

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

As of September 30, 2015 and 2014

(in Dollars)

I. General Property, Plant and Equipment

IMLS' policy is to depreciate property, plant and equipment over the estimated useful life of the asset using the straight-line depreciation method. IMLS' capitalization threshold is \$75,000 for individual purchases and \$100,000 for aggregate purchases with a minimum \$2,500 per item. Estimated useful lives by asset class are as shown below:

<u>Asset Class</u>	<u>Useful Life</u>
Computer equipment & software	3 years
Office equipment	5 years
Furniture	7 years
Leasehold improvement	Lease Term

J. Liabilities

Liabilities represent transactions or events that have already occurred for which IMLS will likely pay. No liability can be paid, however, absent an appropriation, or in some cases donated funds. Liabilities for which an appropriation has not been enacted are classified as not covered by budgetary resources, because there is no absolute certainty that the appropriation will be enacted. Also, liabilities can be abrogated by the Government acting in its sovereign capacity.

K. Accounts Payable

Accounts payable consists of amounts owed to other federal agencies and commercial vendors. Accounts payable to commercial vendors are expenses for goods and services received but not yet paid by IMLS.

L. Annual, Sick, and Other Leave

Annual leave is accrued as it is earned and the accrual is reduced as leave is taken. Each year, the balance in the accrued leave account is adjusted to reflect current pay rates and balances. To the extent current or prior year appropriations are not available to fund annual leave earned but not taken, funding will be obtained from future financing sources. Sick leave and other types of non-vested leave are expensed as taken.

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

As of September 30, 2015 and 2014

(in Dollars)

M. Retirement Plans

IMLS employees participate in the Civil Service Retirement System (CSRS) or the Federal Employees' Retirement System (FERS). FERS was established by enactment of Public Law 99-335. Pursuant to this law, FERS and Social Security automatically cover most employees hired after December 31, 1983. Employees hired before January 1, 1984 participate in CSRS unless they elected to join FERS and Social Security.

All employees are eligible to contribute to the Thrift Savings Plan (TSP). For those employees participating in FERS, a TSP account is automatically established and IMLS makes a mandatory one percent contribution to this account. In addition, IMLS makes matching contributions, ranging from one to four percent, for FERS-eligible employees who contribute to their TSP accounts. Matching contributions are not made to the TSP accounts established by CSRS employees.

N. Imputed Benefit Costs

IMLS reports imputed benefit costs on Life Insurance, Health Insurance, and Retirement. The Office of Personnel Management (OPM) supplies certain cost factors that are applied to the Agency's records.

O. Use of Estimates

The preparation of financial statements requires management to make estimates and assumptions that affect amounts reported in the financial statements and accompanying notes. Such estimates and assumptions could change in the future as more information becomes available, which could impact the amounts reported and disclosed herein.

The grant accrual amount is computed using the straight line method. The average monthly expenditure is calculated by dividing the available grant balance by the remaining months based on the grant end date, except for the LSTA Grants to States. The Grants to States accrual estimate is based on IMLS performing a data call to each State Library Agency to obtain their accrual estimates for the reporting period for all open grants. The Grants to States program alone represents over 73% of IMLS program funds and from a cost/benefit perspective is the only program that can employ the data call approach because of the lower volume of grants.

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

As of September 30, 2015 and 2014

(in Dollars)

P. Federal employee and veteran benefits

There are no federal employee and veteran benefits liabilities that require disclosure.

Q. Commitments and Contingencies

There are no commitments or contingencies that require disclosure.

R. Stewardship Investments

Stewardship investments are substantial investments made by the Federal Government for the benefit of the nation. Costs of stewardship-type resources are treated as expenses in determining the net cost of operations. For IMLS, such investments are measured in terms of expenses incurred in research and development.

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

As of September 30, 2015 and 2014

(in Dollars)

Note 2 Fund Balance with Treasury

	2015		
Intragovernmental:	Entity	Non-Entity	Total
Trust Fund	\$ 153,833	\$ -	\$ 153,833
Investments	-	-	-
Annual Appropriated Fund	274,413,238	-	274,413,238
No Year Appropriated Funds	4,647,135	-	4,647,135
Treasury Misc. Receipts	-	-	-
Total	<u>\$ 279,214,206</u>	<u>\$ -</u>	<u>\$ 279,214,206</u>

	2014		
Intragovernmental:	Entity	Non-Entity	Total
Trust Fund	\$ 373,380	\$ -	\$ 373,380
Investments	-	-	-
Annual Appropriated Fund	276,999,679	-	276,999,679
No Year Appropriated Funds	5,673,438	-	5,673,438
Treasury Misc. Receipts	-	-	-
Total	<u>\$ 283,046,497</u>	<u>\$ -</u>	<u>\$ 283,046,497</u>

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

As of September 30, 2015 and 2014

(in Dollars)

Status of Fund Balance with Treasury:	2015
Unobligated Balance	
Available	\$ 3,029,848
Unavailable- No Year / Admin	209,503
Unavailable- No Year / Program	650,970
Unavailable- Annual Funds	2,440,270
Unfilled Customer Orders Without Advance	(13,398)
Obligated Balance Not Yet Disbursed	<u>272,897,013</u>
Total	<u><u>\$ 279,214,206</u></u>

Status of Fund Balance with Treasury:	2014
Unobligated Balance	
Available	\$ 3,350,300
Unavailable- No Year / Admin	37,439
Unavailable- No Year / Program	524,191
Unavailable- Annual Funds	2,468,002
Obligated Balance Not Yet Disbursed	<u>276,666,565</u>
Total	<u><u>\$ 283,046,497</u></u>

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

As of September 30, 2015 and 2014

(in Dollars)

Note 3 General Property, Plant & Equipment

Major Class	2015		
	Acquisition Value	Accumulated Amortization	Net Book Value
Leasehold Improvements	\$ 937,598	\$ 937,598	\$ -
Equipment	383,842	383,842	-
Total PP&E	<u>\$ 1,321,440</u>	<u>\$ 1,321,440</u>	<u>\$ -</u>

Major Class	2014		
	Acquisition Value	Accumulated Amortization	Net Book Value
Leasehold Improvements	\$ 937,598	\$ 845,300	\$ 92,298
Equipment	383,842	383,842	-
Total PP&E	<u>\$ 1,321,440</u>	<u>\$ 1,229,142</u>	<u>\$ 92,298</u>

The leasehold improvements include amounts from a 10 year occupancy agreement with GSA and capitalized costs from a Reimbursable Work Agreement which have been fully depreciated.

The equipment consists of information technology equipment and furniture. All of those assets have been fully depreciated.

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

As of September 30, 2015 and 2014

(in Dollars)

Note 4 Other Assets

	<u>2015</u>	<u>2014</u>
Intragovernmental Advances	\$ 587,032	\$ 32,303
Grant Advances	<u>5,231,128</u>	<u>5,624,676</u>
Total Other Assets	<u>\$ 5,818,160</u>	<u>\$ 5,656,979</u>

The intragovernmental advances balance primarily consists of an agreement between the Library of Congress and IMLS for the Residency Program in Digital Curation.

The grant advances with the public consist of payments made to grantees. Grantees are authorized by OMB to request advances toward grant awards. IMLS policy states that advances are limited to the recipient's immediate cash needs and must be fully disbursed within 30 days. Grantees are required to report on the status of funds paid in advance by submitting a Request for Advance or Reimbursement (SF-270) within 30 days of receipt. The amount in the Grant Advances line item represents the total amount of unliquidated advances requested and paid to grantees as of the year ending September 30, 2015.

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

As of September 30, 2015 and 2014

(in Dollars)

Note 5 Liabilities Not Covered by Budgetary Resources

	<u>2015</u>
Intragovernmental:	
Other unfunded employment	\$ 32,583
Total intragovernmental	<u>32,583</u>
Accounts payable	-
Accrued unfunded leave	<u>536,091</u>
Total liabilities not covered by budgetary resources	568,674
Total liabilities covered by budgetary resources	<u>39,742,474</u>
Total liabilities	<u><u>\$ 40,311,148</u></u>
	<u>2014</u>
Intragovernmental:	
Other unfunded employment	\$ 39,777
Total intragovernmental	<u>39,777</u>
Accounts payable	-
Accrued unfunded leave	<u>519,957</u>
Total liabilities not covered by budgetary resources	559,734
Total liabilities covered by budgetary resources	<u>44,646,947</u>
Total liabilities	<u><u>\$ 45,206,681</u></u>

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

As of September 30, 2015 and 2014

(in Dollars)

Note 6 Other Liabilities

	2015		
	Non-Current	Current	Total
Intragovernmental:			
Liability for Prepayments	\$ -	\$ 198,761	\$ 198,761
Employer Contrib. & PR Tax	-	84,407	84,407
Total Intragovernmental	<u>\$ -</u>	<u>\$ 283,168</u>	<u>\$ 283,168</u>
Public:			
Accrued Pay and Benefits	\$ -	\$ 728,515	\$ 728,515
Employer Contrib. & PR Tax	-	8,383	8,383
Grant Accrual	-	39,168,404	39,168,404
Total Other Liabilities	<u>\$ -</u>	<u>\$ 40,188,470</u>	<u>\$ 40,188,470</u>
	2014		
	Non-Current	Current	Total
Intragovernmental:			
Liability for Prepayments	\$ -	\$ 926,844	\$ 926,844
Employer Contrib. & PR Tax	-	85,528	85,528
Other	-	24,665	24,665
Total Intragovernmental	<u>\$ -</u>	<u>\$ 1,037,037</u>	<u>\$ 1,037,037</u>
Public:			
Accrued Pay and Benefits	\$ -	\$ 703,502	\$ 703,502
Employer Contrib. & PR Tax	-	8,171	8,171
Grant Accrual	-	43,238,476	43,238,476
Total Other Liabilities	<u>\$ -</u>	<u>\$ 44,987,186</u>	<u>\$ 44,987,186</u>

The decrease in the liability for prepayments from FY 2014 to FY 2015 was primarily driven by the services provided of \$597,103 on the reimbursable agreement for \$750,000 that was entered into with the Department of Education in the fourth quarter of FY 2014. The balance was also reduced by the services provided on the agreement with the Department of Interior/National Park Service for Save America's Treasures grants.

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

As of September 30, 2015 and 2014

(in Dollars)

Note 7 Leases

Office Space: IMLS reached the end of a 10-year occupancy agreement with the U.S. General Services Administration (GSA) at its current location of 1800 M Street, Washington, DC, in April 2015. A new 10-year occupancy agreement has been negotiated with GSA to lease 27,714 square feet of office space at 955 L'Enfant Plaza, SW in the District of Columbia, with a planned relocation date in the second quarter of FY 2016. This lease is cancellable and has a rent abatement clause for the first 13 months after relocation. The rent abatement period will end after the first half of FY 2017, and the billing of the anticipated rental rate of \$1,133,032 annually for the new office space will commence along with any necessary inflationary adjustments. This rate is approximately the same as the 10-year GSA rental rate for the 1800 M Street location.

For the interim period, a short-term extension of the occupancy agreement with GSA for the 1800 M Street location has been negotiated which provides occupancy until the relocation occurs. This agreement includes a premium due to the short-time nature of the extension resulting in a higher billing of approximately \$1,459,590 annually.

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

As of September 30, 2015 and 2014

(in Dollars)

Note 8 Funds from Dedicated Collections

IMLS has a dedicated collections fund for Gifts and Donations. The Treasury Symbol for this fund is 59X8080, Gifts and Donations, Institute of Museum Services. The DELPHI accounting system tracks the activity in this fund via a unique code.

Balance Sheet as of September 30	<u>2015</u>	<u>2014</u>
ASSETS		
Fund balance with Treasury	\$ 153,833	\$ 373,380
Investment	-	-
Other Assets	-	-
Total Assets	<u>\$ 153,833</u>	<u>\$ 373,380</u>
LIABILITIES and NET POSITION		
Other Liabilities	\$ 12,651	\$ 34,554
Cumulative Results of Operations	<u>141,182</u>	<u>338,826</u>
Total Liabilities and Net Position	<u>\$ 153,833</u>	<u>\$ 373,380</u>
Statement of Net Cost for the Year ended September 30		
Program Costs	\$ (101,281)	\$ (526,090)
Less: Resources	<u>(96,363)</u>	<u>62,140</u>
Excess of Donations Received Over Cost Incurred	<u>\$ (197,644)</u>	<u>\$ (463,950)</u>
Statement of Changes in Net Position Year ended September 30		
Net Position Beginning of Period	\$ 338,826	\$ 802,776
Change in Net Position	<u>(197,644)</u>	<u>(463,950)</u>
Net Position End of Period	<u>\$ 141,182</u>	<u>\$ 338,826</u>

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

As of September 30, 2015 and 2014

(in Dollars)

Note 9 Intragovernmental Costs and Exchange Revenue by Program/Goal

	<u>2015</u>	<u>2014</u>
<u>Goal 1: Supporting lifelong learning</u>		
Intragovernmental costs	\$ 1,773,664	\$ 2,123,329
Public Costs	85,488,667	87,512,263
Less: Intragovernmental earned revenue	-	-
Less: Public earned revenue	-	-
Net Program Cost	<u>\$ 87,262,331</u>	<u>\$ 89,635,592</u>
<u>Goal 2: Promoting museums and libraries as strong community anchors</u>		
Intragovernmental costs	\$ 1,389,222	\$ 1,524,164
Public Costs	62,560,528	58,692,237
Less: Intragovernmental earned revenue	-	-
Less: Public earned revenue	-	-
Net Program Cost	<u>\$ 63,949,750</u>	<u>\$ 60,216,401</u>
<u>Goal 3: Supporting exemplary stewardship of museum and library collections</u>		
Intragovernmental costs	\$ 1,563,111	\$ 1,751,747
Public Costs	70,705,006	72,467,304
Less: Intragovernmental earned revenue	1,004,686	673,841
Less: Public earned revenue	-	-
Net Program Cost	<u>\$ 71,263,431</u>	<u>\$ 73,545,210</u>
<u>Goal 4: Sustaining and increasing public access to information and ideas</u>		
Intragovernmental costs	\$ 896,700	\$ 651,652
Public Costs	1,025,292	1,347,679
Less: Intragovernmental earned revenue	-	-
Less: Public earned revenue	-	-
Net Program Cost	<u>\$ 1,921,992</u>	<u>\$ 1,999,331</u>
Net Cost of Operations	<u>\$ 224,397,504</u>	<u>\$ 225,396,534</u>

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

As of September 30, 2015 and 2014

(in Dollars)

Note 10 Suborganization Program Costs/Program Costs by Segment

Program costs:	2015				
	Library State Grants	Library Other Grants	Museum Grants	Administrative	Total
Goal 1: Supporting lifelong learning					
Gross Costs	\$ 50,447,082	\$ 16,790,536	\$ 14,367,850	\$ 5,656,863	\$ 87,262,331
Less: Earned Revenue	-	-	-	-	-
Net Program Costs	<u>\$ 50,447,082</u>	<u>\$ 16,790,536</u>	<u>\$ 14,367,850</u>	<u>\$ 5,656,863</u>	<u>\$ 87,262,331</u>
Goal 2: Promoting museums and libraries as strong community anchors					
Gross Costs	\$ 50,447,083	\$ 4,764,729	\$ 4,619,906	\$ 4,118,032	\$ 63,949,750
Less: Earned Revenue	-	-	-	-	-
Net Program Costs	<u>\$ 50,447,083</u>	<u>\$ 4,764,729</u>	<u>\$ 4,619,906</u>	<u>\$ 4,118,032</u>	<u>\$ 63,949,750</u>
Goal 3: Supporting exemplary stewardship of museum and library collections					
Gross Costs	\$ 51,975,782	\$ 6,426,921	\$ 9,162,358	\$ 4,703,056	\$ 72,268,117
Less: Earned Revenue	-	-	1,004,686	-	1,004,686
Net Program Costs	<u>\$ 51,975,782</u>	<u>\$ 6,426,921</u>	<u>\$ 8,157,672</u>	<u>\$ 4,703,056</u>	<u>\$ 71,263,431</u>
Goal 4: Sustaining and increasing public access to information and ideas					
Gross Costs	\$ -	\$ -	\$ -	\$ 1,921,992	\$ 1,921,992
Less: Earned Revenue	-	-	-	-	-
Net Program Costs	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,921,992</u>	<u>\$ 1,921,992</u>
Net Cost of Operations	<u>\$ 152,869,947</u>	<u>\$ 27,982,186</u>	<u>\$ 27,145,428</u>	<u>\$ 16,399,943</u>	<u>\$ 224,397,504</u>

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

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As of September 30, 2015 and 2014

(in Dollars)

	2014				
Program costs:	Library	Library	Museum	Administrative	Total
	State Grants	Other Grants	Grants		
Goal 1: Supporting lifelong learning					
Gross Costs	\$ 49,871,850	\$ 19,135,946	\$ 15,214,957	\$ 5,412,839	\$ 89,635,592
Less: Earned Revenue	-	-	-	-	-
Net Program Costs	<u>\$ 49,871,850</u>	<u>\$ 19,135,946</u>	<u>\$ 15,214,957</u>	<u>\$ 5,412,839</u>	<u>\$ 89,635,592</u>
Goal 2: Promoting museums and libraries as strong community anchors					
Gross Costs	\$ 49,931,653	\$ 2,892,887	\$ 3,786,142	\$ 3,605,719	\$ 60,216,401
Less: Earned Revenue	-	-	-	-	-
Net Program Costs	<u>\$ 49,931,653</u>	<u>\$ 2,892,887</u>	<u>\$ 3,786,142</u>	<u>\$ 3,605,719</u>	<u>\$ 60,216,401</u>
Goal 3: Supporting exemplary stewardship of museum and library collections					
Gross Costs	\$ 51,418,197	\$ 7,699,835	\$ 10,472,827	\$ 4,628,192	\$ 74,219,051
Less: Earned Revenue	-	-	673,841	-	673,841
Net Program Costs	<u>\$ 51,418,197</u>	<u>\$ 7,699,835</u>	<u>\$ 9,798,986</u>	<u>\$ 4,628,192</u>	<u>\$ 73,545,210</u>
Goal 4: Sustaining and increasing public access to information and ideas					
Gross Costs	\$ -	\$ -	\$ -	\$ 1,999,331	\$ 1,999,331
Less: Earned Revenue	-	-	-	-	-
Net Program Costs	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,999,331</u>	<u>\$ 1,999,331</u>
Net Cost of Operations	<u><u>\$ 151,221,700</u></u>	<u><u>\$ 29,728,668</u></u>	<u><u>\$ 28,800,085</u></u>	<u><u>\$ 15,646,081</u></u>	<u><u>\$ 225,396,534</u></u>

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

As of September 30, 2015 and 2014

(in Dollars)

Note 11 Exchange Revenue

Exchange Revenue in the amount of \$1,004,686 and \$673,841 was recorded in FY 2015 and FY 2014, respectively. Exchange revenue related to an interagency agreement with the Department of Education was recorded for \$597,103. This agreement was entered into in the fourth quarter of FY 2014 for the purpose of improving the retention of students in the Science, Technology, Engineering, and Mathematics (STEM) disciplines. Additional exchange revenue of \$276,602 was recorded due to reimbursable services provided on interagency agreements with both the National Endowment for the Arts and the National Endowment for the Humanities for the continuation of the Film Forward program. The remaining exchange revenue is related to an interagency agreement with the Department of Interior, National Park Service to issue and manage Save America's Treasures grants in accordance with appropriation language.

Pricing policy – Generally, when providing products and services, IMLS sets prices to recover the full costs incurred unless otherwise noted in the interagency agreement.

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

As of September 30, 2015 and 2014

(in Dollars)

Note 12 Apportionment Categories of Obligations Incurred

The amount of direct and reimbursable obligations incurred against amounts apportioned under Category A, Quarterly, Category B, Annual, and Exempt from Apportionment as of September 30:

2015

	No Year	Annual	Total
Obligations Incurred:			
Category A, Direct Obligations	\$ 69,109	\$ 16,673,573	\$ 16,742,682
Category B, Direct Obligations	153,302	210,739,089	210,892,391
Category B, Reimbursable	-	290,000	290,000
Exempt from Apportionment	144,763	-	144,763
Total obligations incurred	<u>\$ 367,174</u>	<u>\$ 227,702,662</u>	<u>\$ 228,069,836</u>

2014

	No Year	Annual	Total
Obligations Incurred:			
Category A, Direct Obligations	\$ 132,406	\$ 15,648,213	\$ 15,780,619
Category B, Direct Obligations	787,220	211,114,915	211,902,135
Category B, Reimbursable	-	851,045	851,045
Exempt from Apportionment	62,721	-	62,721
Total obligations incurred	<u>\$ 982,347</u>	<u>\$ 227,614,173</u>	<u>\$ 228,596,520</u>

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

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As of September 30, 2015 and 2014

(in Dollars)

Note 13 Undelivered orders at the end of the period

	<u>2015</u>	<u>2014</u>
Undelivered orders as of September 30		
Administrative	\$ 4,214,289	\$ 2,980,958
Program	234,886,821	235,284,740
Exempt from Apportionment	70,349	47,935
Total undelivered orders	<u>\$ 239,171,459</u>	<u>\$ 238,313,633</u>

Note 14 Explanation of Differences between the Statement of Budgetary Resources and the Budget of the United States Government

The President’s Budget, which includes actual numbers for fiscal year 2015, has not yet been published. Actual numbers for fiscal year 2015 will be included in the President’s Budget for fiscal year 2017, scheduled to be released in February 2016. The budget can be found at <http://www.whitehouse.gov/omb> when it becomes available.

No material differences exist between the amounts reported in the FY 2014 Statement of Budgetary Resources and the 2014 actual amounts reported in the 2016 Budget of the United States Government. The Budget of the United States is displayed to the nearest million, while the Statement of Budgetary Resources is displayed in dollars. The differences noted under Budgetary Resources Available for Obligation and Obligations Incurred are due to a combination of rounding and the expired unobligated balances from prior year annual funds that are reported in the Statement of Budgetary Resources and SF 133 but not in the Budget of the United States Government.

FY2014 (in Millions of Dollars)	Budgetary Resources Available for Obligation	Obligations Incurred	Distributed Offsetting Receipts	Net Outlays
Budget of the U.S. Government	\$232	\$228	\$0	\$234
IMLS Statement of Budgetary Resources	\$235	\$229	\$0	\$234
Differences	\$3	\$1	\$0	\$0

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

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(in Dollars)

Note 15 Incidental Custodial Collections

Custodial collections made by IMLS are deposited and reported into a designated miscellaneous receipt account. At fiscal year-end all custodial collections are returned to the U.S. Treasury.

	<u>2015</u>	<u>2014</u>
Income from IMLS projects funded in prior years	\$ 10,539	-
Disposition of collections:		
Transferred to Treasury (general fund)	<u>10,539</u>	<u>-</u>
Net custodial revenue activity	<u>-</u>	<u>-</u>

Note 16 Explanations of Differences between Liabilities Not Covered by Budgetary Resources and Components Requiring or Generating Resources in Future Periods

Components that comprise liabilities not covered by budgetary resources represent the cumulative balance of the liability. By contrast, components requiring or generating resources in future periods included in the reconciliation of net cost of operations to budget represent the change in the liability created in the current year.

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

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As of September 30, 2015 and 2014

(in Dollars)

Note 17 Reconciliation of Net Cost of Operations to Budget

	<u>2015</u>	<u>2014</u>
Resources Used to Finance Activities:		
Budgetary Resources Obligated		
Obligations incurred	\$ 228,069,836	\$ 228,596,520
Less: Spending authority from offsetting collections and recoveries	(2,851,127)	(3,573,074)
Less: Offsetting receipts	96,363	(62,140)
Obligations net of offsetting collections and recoveries	<u>\$ 225,315,072</u>	<u>\$ 224,961,306</u>
Other Resources		
Imputed financing from costs absorbed by others	360,261	477,047
Total resources used to finance activities	<u>\$ 225,675,333</u>	<u>\$ 225,438,353</u>
Resources Used to Finance Items not Part of the Net Cost of Operations:		
Change in budgetary resources obligated for goods, services and benefits ordered but not yet provided (+/-)	(1,572,512)	(148,318)
Resources that fund expenses recognized in prior periods	-	(158,157)
Budgetary offsetting collections and receipts that do not affect net cost of operations:		
Other	49,095	(30,000)
Resources that finance the acquisition of assets	-	(245)
Adjustments to net obligations resources that do not affect net cost	<u>144,350</u>	<u>62,140</u>
Resources used to finance items not part of the net cost of operations	<u>(1,379,067)</u>	<u>(274,580)</u>
Total resources used to finance items not part of the Net Cost of Operations	<u>\$ 224,296,266</u>	<u>\$ 225,163,773</u>
Components of the Net Cost of Operations that will not Require or Generate Resources in the Current Period:		
Components Requiring or Generating Resources in Future Periods		
Increase in Annual leave liability	\$ 16,134	\$ 42,003
Increase in Exchange Revenue	-	-
Other (+/-)	(7,194)	3,213
Total components of Net Cost of Operation	<u>\$ 8,940</u>	<u>\$ 45,216</u>
Components not Requiring or Generating Resources:		
Depreciation and amortization	\$ 92,298	\$ 187,434
Other (+/-)	-	111
Total components of Net Cost of Operations that will not require or generate resources	<u>\$ 92,298</u>	<u>\$ 187,545</u>
Total components of Net Cost of Operations that will not require or generate resources in the current period	<u>\$ 101,238</u>	<u>\$ 232,761</u>
Net Cost of Operations	<u><u>\$ 224,397,504</u></u>	<u><u>\$ 225,396,534</u></u>

INSTITUTE OF MUSEUM AND LIBRARY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

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Note 18 Contributed Capital

IMLS is authorized to solicit, accept, receive, and invest in the name of United States, gifts, bequests, or devices of money and other property of services and to use such property or services in furtherance of the functions of the Institute.

In FY 2015, IMLS received \$144,350 in total contributions. The net decrease of contributions in FY 2015 is \$96,363 due to the completion of one project and the subsequent return of unused funds to the donor. In FY 2014, IMLS received \$62,140 in total contributions.