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

**Fiscal Year 2010 Appropriations Request
to the United States Congress**

Connecting People to Information and Ideas

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Introduction: *Connecting People to Information and Ideas*

INTRODUCTION: CONNECTING PEOPLE TO INFORMATION AND IDEAS

Message from the Director

The Institute of Museum and Library Services, an independent federal agency, helps create strong libraries and museums that connect people to information and ideas. The Institute works at the national level and in coordination with state and local organizations to sustain heritage, culture, and knowledge; enhance learning and innovation; build professional capacity; and attain excellence in federal management, operations, and service.

The Institute supports the full range of museums, including zoos, art, history, science and technology, children's, and natural history museums; historic houses, nature centers, and botanical gardens; and all types of libraries, including public, school, academic, research, and archival. Our programs of research, evaluation, policy analysis, grant making, and partnerships help make it possible for libraries and museums to be leaders in their communities.

Since taking office in March 2006, I have made cost-effectiveness and accountability my top priority, and I am pleased that we have many significant accomplishments to report. We have strengthened our accounting and financial systems and clarified the agency's mission and performance goals to enable us to more consistently integrate performance and budget. During FY 2009 the agency continues to focus its efforts on strengthening its information technology systems, financial management systems, and human capital.

We have also made significant progress in consolidating federal library and information services policy and data collection efforts. The Institute is making important contributions to the collection of sound and current data for policy analysis and is engaged in several high-profile research projects to analyze trends and share best practices.

This year we continued to address the significant needs of America's library and museum collections. A 2005 study supported by IMLS reported that 190 million objects are in need of conservation treatment, 65 percent of collecting institutions report damage due to improper storage, 80 percent of these institutions have no emergency plans that include collections, and 40 percent of institutions have no funds allocated in their annual budgets for preservation or conservation at all. In FY 2007 the Institute launched *Connecting to Collections: A Call to Action* to leverage its previous work in this area and bring new attention to the need to act now to save these collections for future generations. Since that time thousands of libraries and museums have received the agency's "conservation bookshelf," participated in the summit or national tour forums, and visited the agency's resource-rich Web site. The initiative has helped to shape preservation agendas for other private and federal agencies including the Library of Congress and the Advisory on Historic Preservation's Preserve America Summit.

Access to high-quality educational, informational, and cultural resources is essential if our nation is to remain competitive and foster democratic values. The Institute will apply its resources strategically to achieve its mission of connecting people to information and ideas.

Dr Anne-Imelda M. Radice, Director
Institute of Museum and Library Services

INTRODUCTION: CONNECTING PEOPLE TO INFORMATION AND IDEAS

IMLS Performance Goals

The Institute has four major programmatic goals:

Goal One: Sustaining Heritage, Culture, and Knowledge: The collections in libraries and museums connect people to the full spectrum of human experience: culture, science, history, and art. These collections increase Americans' global awareness and understanding. By preserving and conserving books, artworks, and other cultural artifacts, libraries and museums provide a tangible link with humankind's history. Now, with the digitization of collections, educational resources can be seamlessly shared worldwide. One vital way we provide leadership is by helping institutions identify the best ways to create and provide access to their digital resources.

Goal Two: Enhancing Learning and Innovation: Success in today's society requires information literacy, a spirit of self-reliance, and a strong ability to collaborate, communicate effectively, and solve problems. Combining strengths in traditional learning with robust investment in modern communication infrastructures, libraries and museums are well equipped to build the skills Americans need in the 21st century. Libraries and museums bring tremendous learning assets to communities engaged in a wide range of concerns, from workforce issues and parenting to cross-cultural understanding and student achievement. As partners in the exercise of civic responsibility, libraries and museums are part of larger efforts to weave a stronger community fabric.

Goal Three: Building Professional Capacity: The need for lifelong learning applies to the staff of museums and libraries as well as their users. The Institute places a priority on building leadership capacity to address societal changes by supporting the development of a highly skilled workforce in libraries and museums. The Institute helps to spur innovation, support diversity, and build traditional library and museum service expertise.

Goal Four: Attaining Excellence in Federal Management, Operations, and Service: The agency is focusing on its administrative capacity in order to fulfill its statutory grant-making, research, evaluation and policy activities. The Institute continues to implement the consolidation of federal responsibilities for library statistics activities and provide advice on library and information policy. The Institute's management is committed to meeting growing expectations to demonstrate accountability. Strategic planning and evaluation are a priority at the Institute and will enable it to continue achieving high-quality management and performance.

Summary of Appropriations Request

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

SUMMARY OF APPROPRIATIONS REQUEST

The President's Budget requests $265,556,000 for FY 2010. This amount includes $264,239,000 for programs and administrative costs authorized by the Museum and Library Services Act (MLSA), which includes the Library Services and Technology Act (LSTA) and the Museum Services Act (MSA), and $1,317,000 for a grants program authorized by the African American History and Culture Act (AAHCA).

Museum Services

The Administration requests $33,865,000 for the following museum grants and related programs authorized under the MSA.

Museums for America
    Museum Assessment Program
    Museum Professionals for the 21st Century
    Conservation Project Support
    Conservation Assessment Program
    Native American and Native Hawaiian Museum Services
    National Leadership Grants for Museums

African American Museum Services

The Administration requests $1,317,000 for the grant program authorized by the AAHCA.

Library Services

The Administration requests $213,240,000 for the following library grant programs authorized by the LSTA.

    Grants to State Library Agencies
    Native American and Native Hawaiian Library Services
    Laura Bush 21st Century Librarian Program
    National Leadership Grants for Libraries

Institute of Museum and Library Services Administration

The Administration requests $17,134,000 for program administration. Funds support personnel compensation and benefits, travel, rent, communications, utilities, printing, equipment and supplies, automated data processing, and other administrative services in support of the Institute's programs and initiatives, including the Institute's responsibilities in the area of policy, research, and statistics.

SUMMARY OF APPROPRIATIONS REQUEST

Table 1: IMLS Appropriations History, 2000–2010
(Budget Authority in 000s)

MUSEUM and LIBRARY SERVICES ACT (MLSA)	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010 Request
Library Services Technology Act (LSTA)											
Grants to States	138,118	148,939	149,014	150,435	157,628	160,704	163,746	163,746	160,885	171,500	172,357
Native American Libraries	2,616	2,940	2,941	3,055	3,206	3,472	3,638	3,638	3,574	3,717	3,736
Nat. Leadership / Libraries	10,275	11,299	11,081	11,009	11,263	12,301	12,375	12,375	12,159	12,437	12,499
Laura Bush 21st Century	0	0	0	9,935	19,882	22,816	23,760	23,760	23,345	24,525	24,648
SUBTOTAL, LSTA	**151,009**	**163,178**	**163,036**	**174,434**	**191,979**	**199,293**	**203,519**	**203,519**	**199,963**	**212,179**	**213,240**
Museum Services Act (MSA)											
Museums for America	15,517	15,483	15,482	15,381	16,342	16,864	17,152	17,152	16,852	19,176	19,272
Museum Assessment Program	450	449	450	447	447	446	442	442	434	460	462
Museum Prof. 21st Century	0	0	0	0	0	992	982	982	965	1,280	1,286
Conservation Proj. Support	2,310	2,305	2,310	2,792	2,782	2,788	2,772	2,772	2,724	3,052	3,067
Conserv. Assmt. Program	820	818	820	815	815	813	807	807	793	803	807
Native Am/ Haw. Museums	0	0	0	0	0	843	911	911	895	945	950
Nat. Leadership / Museums	3,050	3,542	5,167	5,663	6,891	7,539	7,920	7,920	7,782	7,981	8,021
SUBTOTAL, MSA	**22,147**	**22,597**	**24,229**	**25,098**	**27,277**	**30,285**	**30,986**	**30,986**	**30,445**	**33,697**	**33,865**
African American History Culture Act (AAHCA)											
Museum Grants for African American History & Culture	0	0	0	0	0	0	842	842	827	1,310	1,317
Agency Wide											
Administration	5,651	7,295	7,712	9,202	10,389	11,097	11,797	11,858	13,987[a]	16,917[b]	17,134[c]
TOTAL, IMLS PROGRAMS / ADMIN	**178,807**	**193,070**	**194,977**	**208,734**	**229,645**	**240,675**	**247,144**	**247,205**	**245,222**	**264,103**	**265,556**
Earmarks	11,751	39,251	29,524	35,156	32,595	39,889	0	0	18,285	10,737	0
TOTAL	**190,558**	**232,321**	**224,501**	**243,890**	**262,240**	**280,564**	**247,144**	**247,205**	**263,507**	**274,840**	**265,556**

[a] Includes $1.965 million for library policy, research, and statistics activities.
[b] Includes $3.5 million for library policy, research, and statistics activities; and $500,000 for museum data collection.
[c] Includes $3.5 million for library policy, research, and statistics activities; and $500,000 for museum data collection.

Detailed Program Descriptions

Museums for America

Fiscal Year	Applications	Awards	Budget Authority
2007	415	158	$17,152,000
2008	371	154	$16,852,000
2009	429	NA	$19,176,000
2010	NA	NA	$19,272,000 (request)

Program Description

The goal of Museums for America (MFA) grants is to strengthen museums as valuable community assets for lifelong learning and cultural preservation.

This program is designed to f exibly meet the full range of statutory purposes of the Museum Services Act—a section of the Museum and Library Services Act—by providing grants to increase museums' ability to serve the public more effectively.

Museums for America grants can be used for ongoing museum activities, planning, new programs, or initiatives to upgrade and integrate new technologies. Successful applicants must show evidence of institutional strategic planning and the relationship between the requested funding and the institution's plan. Projects must be investments for the future, not one-time activities with short-term institutional impact.

Building Institutional Capacity: Grants fund projects to enhance the capacity of museums to better serve their communities, including financial management, personnel administration, planning, policy development, staff training and development, and technology enhancements.

Enhancing Collections Stewardship: Grants support all activities that museums undertake to maintain and improve the management of museum collections in order to fulfill the museum's public service mission, including collections security and safety, digitization of collections, registration/cataloguing, and risk assessment.

Engaging Communities: Grants support projects that actively engage museums to share collections, content, and knowledge to support learning with their communities, including classes and presentations, integration of technology, publications, and research for program/exhibit development.

Museum Professionals for the 21st Century

Fiscal Year	Applications	Awards	Budget Authority
2007	45	10	$982,000
2008	49	8	$965,000
2009	56[a]	NA	$1,280,000
2010	NA	NA	$1,286,000 (request)

[a] Pending extended deadline for disaster areas.

Program Description

Museums play a critical role in the education of the U.S. public by preserving America's rich cultural heritage and spurring innovation, creativity, and learning throughout the lifetime. Museum professionals need high levels of knowledge and expertise as they help create public value for both local and national communities. The 21st Century Museum Professionals (21MP) program supports projects that address the preparation of museum professionals for the future by updating and expanding their knowledge and skills.

This program supports a range of activities, including professional training and leadership development for museum staff at all types of museums, as well as training in all areas of museum operations and best practice, including interpretation; collections care; new technologies; issues in science, arts, and the humanities; museum management; and financial management. Funded projects reach broad groups of museum professionals (including paid and unpaid staff) and increase their capacity to serve their audiences.

Conservation Project Support

Fiscal Year	Applications	Awards	Budget Authority
2007	172	65	$2,772,000
2008	120	39	$2,724,000
2009	129	35	$3,052,000
2010	NA	NA	$3,067,000 (request)

Program Description

The Conservation Project Support (CPS) program awards grants to help museums identify conservation needs and priorities and perform activities to ensure the safekeeping of their collections. Support is provided for all types of activities, including survey, storage, treatment, and environmental improvement.

CPS grants help museums develop a logical, institution-wide approach to caring for their living and nonliving collections. Applicants apply for the project that meets the institution's conservation needs. Additional funding may be awarded to successful applicants who incorporate an educational component into their project.

Although all of the Institute's museum grant programs can fund some component of collections conservation, CPS is the one that is entirely dedicated to that important activity. The Heritage Health Index made clear the substantial unmet need in caring for collections, and the CPS applications IMLS receives each year bear that out.

Native American/Native Hawaiian Museum Services Grants

Fiscal Year	Applications	Awards	Budget Authority
2007	35	23	$911,000
2008	36	20	$895,000
2009	NA	NA	$945,000
2010	NA	NA	$950,000 (request)

Program Description

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

Museum Grants for African American History and Culture

Fiscal Year	Applications	Awards	Budget Authority
2007	41	10	$842,000
2008	38	8	$827,000
2009	34	NA	$1,310,000
2010	NA	NA	$1,317,000 (request)

Program Description

Museum Grants for African American History and Culture are intended to build professional capacity in the African American museum community. The program provides opportunities for the staff of African American museums to gain knowledge and abilities in the areas of management, operations, programming, collections care, and other museum skills identified as a high priority by applicants. It provides an opportunity for African American museums to design projects that will enhance institutional capacity and sustainability by utilizing professional training, technical assistance, internships, outside expertise, and other tools.

DETAILED PROGRAM DESCRIPTIONS: MUSEUM SERVICES

Museum Assessment Program

The Administration requests $462,000 for the Museum Assessment Program (MAP); the program was appropriated $460,000 in FY 2009.

Program Description

The purpose of the Museum Assessment Program is to provide technical assistance to help institutions assess their strengths and weaknesses and plan for the future. This program is especially targeted to small museums. IMLS estimates that 75 percent of the nation's museums identify themselves as small institutions, with annual budgets less than $250,000. MAP is carried out through a cooperative agreement with the American Association of Museums (AAM). In FY 2007, 111 museums participated in this program, and in FY 2008, 100 museums participated. The number of museums participating in FY 2009 is 110. AAM charges an administrative rate of 34 percent to administer this program.

Conservation Assessment Program

The Administration requests $807,000 for the Conservation Assessment Program (CAP); the program was appropriated $803,000 in FY 2009.

Program Description

The Conservation Assessment Program assists small museums in laying the groundwork for effective collections management. The program provides professional assistance in analyzing all aspects of care, assessing current practices, and recommending actions to be taken. CAP is carried out through a cooperative agreement with Heritage Preservation (HP). The program complements the Conservation Project Support program by providing general conservation surveys or assessments to small museums, which frequently are just starting to address conservation issues. In FY 2007, 111 museums participated in this program, and in FY 2008, 100 museums participated. The number of museums participating in FY 2009 is 102. An administrative rate of 30.9 percent is charged by HP to administer this program.

DETAILED PROGRAM DESCRIPTIONS: LIBRARY SERVICES

Grants to State Library Agencies

Fiscal Year	Budget Authority
2007	$163,746,000
2008	$160,885,000
2009	$171,500,000
2010	$172,357,000 (request)

Program Description

The Grants to State Library Agencies program provides funds to State Library Administrative Agencies (SLAAs) using a population-based formula. State libraries may use the appropriation to support statewide initiatives and services; they also may distribute the funds through subgrant competitions or cooperative agreements to public, academic, research, school, and special libraries in their state.

Each state has an IMLS-approved five-year plan outlining its programs. These programs support the LSTA purposes, which are to

- promote improvement in library services in all types of libraries in order to better serve the people of the United States,
- facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry, and
- encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public.

These programs also support the Grants to State Library Agencies program priorities, which are to

- expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages;
- develop library services that provide all users access to information through local, state, regional, national, and international electronic networks;
- provide electronic and other linkages between and among all types of libraries;
- develop public and private partnerships with other agencies and community-based organizations;
- target 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; and
- target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children from families with incomes below the poverty line.

Table 2: State Allotments for FYs 2004–2010

State	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10 Request (Estimated)
AL	$2,507,472	$2,556,671	$2,610,549	$2,602,935	$2,545,491	$2,731,303	$2,742,888
AK	$769,497	$828,563	$887,453	$888,213	$833,016	$982,953	$983,684
AZ	$2,946,156	$3,041,222	$3,150,258	$3,211,248	$3,228,606	$3,489,664	$3,556,325
AR	$1,704,034	$1,760,329	$1,820,073	$1,819,735	$1,766,109	$1,936,529	$1,943,508
CA	$16,360,507	$16,457,012	$16,557,920	$16,506,165	$16,431,277	$16,882,275	$16,944,800
CO	$2,516,533	$2,579,074	$2,642,220	$2,650,213	$2,612,765	$2,834,875	$2,865,706
CT	$2,043,433	$2,100,240	$2,154,030	$2,141,681	$2,068,566	$2,232,404	$2,229,302
DE	$843,489	$904,235	$965,243	$967,412	$912,962	$1,063,308	$1,066,343
FL	$8,037,303	$8,172,813	$8,332,483	$8,429,449	$8,425,588	$8,769,895	$8,790,278
GA	$4,349,960	$4,433,740	$4,522,400	$4,590,936	$4,622,315	$4,910,727	$4,965,935
HI	$1,041,366	$1,101,687	$1,157,565	$1,157,491	$1,101,262	$1,248,864	$1,250,027
ID	$1,084,890	$1,150,464	$1,215,563	$1,225,259	$1,180,138	$1,344,613	$1,354,288
IL	$6,177,300	$6,214,291	$6,249,722	$6,216,116	$6,133,883	$6,376,914	$6,388,933
IN	$3,263,933	$3,317,057	$3,369,822	$3,357,739	$3,292,765	$3,492,560	$3,501,726
IA	$1,806,556	$1,858,287	$1,909,822	$1,902,157	$1,840,733	$2,004,457	$2,008,629
KS	$1,706,659	$1,759,339	$1,812,456	$1,804,558	$1,745,712	$1,910,465	$1,919,942
KY	$2,329,448	$2,384,878	$2,439,668	$2,433,669	$2,374,218	$2,560,041	$2,569,138
LA	$2,505,725	$2,554,689	$2,604,141	$2,587,884	$2,409,825	$2,582,970	$2,631,774
ME	$1,063,783	$1,123,275	$1,181,762	$1,177,883	$1,116,986	$1,263,854	$1,262,531
MD	$2,946,918	$3,008,965	$3,067,643	$3,062,016	$2,988,627	$3,170,341	$3,172,863
MA	$3,385,475	$3,423,733	$3,449,395	$3,413,560	$3,346,669	$3,538,865	$3,555,346
MI	$5,023,914	$5,059,705	$5,093,053	$5,052,531	$4,941,233	$5,144,352	$5,106,507
MN	$2,748,632	$2,807,289	$2,864,372	$2,856,123	$2,793,089	$2,983,854	$2,990,020
MS	$1,777,168	$1,830,121	$1,886,927	$1,882,233	$1,809,550	$1,973,756	$1,980,336
MO	$3,043,905	$3,096,707	$3,155,054	$3,150,050	$3,087,560	$3,285,618	$3,295,881
MT	$889,652	$949,157	$1,008,157	$1,007,986	$952,693	$1,104,574	$1,108,092
NE	$1,260,396	$1,317,786	$1,372,965	$1,370,433	$1,311,709	$1,466,582	$1,469,167
NV	$1,461,347	$1,542,939	$1,634,252	$1,659,300	$1,628,664	$1,817,110	$1,830,572
NH	$1,055,006	$1,115,181	$1,173,868	$1,172,791	$1,114,075	$1,263,243	$1,262,245
NJ	$4,363,523	$4,412,959	$4,464,364	$4,434,773	$4,343,636	$4,530,049	$4,522,072
NM	$1,317,328	$1,378,496	$1,442,371	$1,445,113	$1,392,895	$1,553,168	$1,558,076
NY	$9,142,841	$9,146,819	$9,146,249	$9,074,434	$8,955,719	$9,233,751	$9,304,443
NC	$4,241,339	$4,309,258	$4,394,254	$4,419,501	$4,401,145	$4,696,318	$4,760,912
ND	$765,120	$821,842	$878,082	$876,330	$818,116	$963,555	$963,855

Table 2: State Allotments for FYs 2004–2010 (continued)

State	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10 Request (Estimated)
OH	$5,643,905	$5,667,969	$5,691,792	$5,643,980	$5,543,747	$5,762,731	$5,762,507
OK	$2,058,454	$2,112,874	$2,162,902	$2,158,232	$2,100,996	$2,283,382	$2,291,742
OR	$2,071,028	$2,134,437	$2,194,490	$2,199,259	$2,153,972	$2,341,066	$2,357,099
PA	$6,057,207	$6,085,045	$6,075,494	$6,034,092	$5,963,310	$6,190,856	$6,188,355
RI	$962,139	$1,020,285	$1,076,537	$1,069,862	$1,006,294	$1,148,886	$1,144,973
SC	$2,335,912	$2,398,034	$2,462,858	$2,469,636	$2,424,418	$2,633,725	$2,662,308
SD	$822,538	$880,376	$938,791	$937,650	$881,774	$1,032,923	$1,035,855
TN	$3,100,308	$3,158,288	$3,220,133	$3,221,670	$3,173,028	$3,408,976	$3,430,084
TX	$10,328,875	$10,460,595	$10,597,273	$10,661,984	$10,787,020	$11,275,657	$11,444,670
UT	$1,525,917	$1,592,429	$1,658,384	$1,683,421	$1,652,433	$1,852,547	$1,890,866
VT	$757,197	$815,233	$872,315	$870,330	$812,903	$955,372	$954,912
VA	$3,777,029	$3,851,240	$3,913,359	$3,928,187	$3,872,179	$4,098,398	$4,117,817
WA	$3,223,195	$3,288,255	$3,354,800	$3,364,690	$3,328,627	$3,547,140	$3,578,027
WV	$1,293,273	$1,349,667	$1,394,138	$1,396,003	$1,333,562	$1,483,188	$1,482,901
WI	$2,939,256	$2,992,540	$3,010,271	$3,033,754	$2,962,815	$3,162,937	$3,170,372
WY	$703,879	$762,355	$821,234	$820,240	$765,437	$911,745	$915,705
DC	$736,531	$790,234	$842,132	$838,393	$794,432	$940,761	$941,886
Puerto Rico	$2,235,820	$2,277,522	$2,296,792	$2,318,588	$2,252,920	$2,427,058	$2,429,659
American Samoa	$71,777	$65,977	$65,739	$65,449	$65,133	$88,735	$89,040
Northern Marianas	$76,184	$75,106	$75,737	$76,310	$76,850	$98,393	$99,233
Guam	$114,146	$114,513	$114,960	$115,305	$115,602	$137,958	$138,955
U.S. Virgin Islands	$96,433	$88,799	$88,342	$87,823	$87,268	$108,687	$108,597
9131(b)(3)(D) Pool[a]	$216,389	203,404	$203,371	$203,225	$203,040	$265,074	$265,293
TOTAL	$157,628,000	$160,704,000	$163,746,000	$163,746,000	$160,885,357	$171,500,000	$172,357,000

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

Native American/Native Hawaiian Library Services Grants

Fiscal Year	Applications	Awards	Budget Authority
2007	292	244	$3,638,000
2008	241	217	$3,574,000
2009	NA	NA	$3,717,000
2010	NA	NA	$3,736,000 (request)

Program Description

Native American/Native Hawaiian Library Services Grants support improved access to library services for Native Americans, Alaska Native Villages, and Native Hawaiians. The grants address the information needs of people who typically live in remote areas or in communities where technology resources are scarce. These funds help extend library hours, purchase educational materials, implement literacy programs, provide professional advice to tribal library personnel, provide community service information, and provide Internet connections and other services for individuals in these communities. Project categories are as follows:

- **Basic:** grants to approximately 230 American Indian tribes and Alaska Native Villages to support a core level of library services; also provides funds for library staff education and training and/or professional consulting services.

- **Enhancement:** competitive awards to enhance library services in Native communities.

IMLS also funds a competitive award for library services to Native Hawaiians to preserve and increase access to and use of Hawaiian languages resources, improve children's reading skills, and help Native Hawaiians acquire literacy, computer, and employment skills.

Laura Bush 21st Century Librarian Program

Fiscal Year	Applications	Awards	Budget Authority
2007	110	43	$23,760,000
2008	90	31	$23,345,000
2009	111	NA	$24,525,000
2010	NA	NA	$24,648,000 (request)

Program Description

The purpose of the Laura Bush 21st Century Librarian Program is to build the professional capacity of libraries by improving staff knowledge and skills. The program supports efforts to recruit and educate the next generation of librarians and the faculty who will prepare them for careers in library science. It also supports grants for research related to library education and library staffing needs, curriculum development, and continuing education and training. Since its inception in 2003, this program has funded 3,220 master's degree students, 186 doctoral students, 1,256 pre-professional students, and 26,206 continuing education students.

Detailed Program Descriptions

DETAILED PROGRAM DESCRIPTIONS: LIBRARY SERVICES

Program priorities are as follows:

- **Master's Programs:** Recruit and educate the next generation of librarians. In particular, increase the number of students enrolled in nationally accredited graduate library programs preparing for careers in school, public, and academic libraries.
- **Doctoral Programs:** Develop faculty to educate the next generation of library professionals and library leaders. In particular, increase the number of students enrolled in doctoral programs that will prepare them to teach master's students or to assume positions as library managers and administrators.
- **Pre-professional Programs:** Recruit future librarians. In particular, attract promising junior high, high school, or college students to consider careers in librarianship through statewide or regional pilot projects employing recruitment strategies that are cost-effective and measurable.
- **Research:** Provide the library community with information needed to support successful recruitment and education of the next generation of librarians. In particular, through funded research, establish baseline data and evaluate current programs in library education for their capacity to meet the identified needs. Also, support the early career development of new faculty members who are likely to become leaders in library and information science by supporting innovative research by untenured, tenure-track faculty.
- **Programs to Build Institutional Capacity:** Develop or enhance curricula within graduate schools of library and information science.
- **Continuing Education and Training:** Develop or enhance programs of continuing education and training in library and information science for librarians and library staff.

National Leadership Grants

Fiscal Year	Applications	Awards	Budget Authority Museums	Budget Authority Libraries
2007	216	50	$7,920,000	$12,375,000
2008	183	76	$7,782,000	$12,159,000
2009	193	NA	$7,981,000	$12,437,000
2010	NA	NA	$8,021,000 (request)	$12,499,000 (request)

Program Description

National Leadership Grants support leading-edge projects to enhance library and museum services nation-wide. They enable libraries and museums to address current problems in creative ways, develop and test innovative solutions, and expand the boundaries within which our cultural heritage institutions operate. The results of these projects—whether new tools, research, models, services, practices, or alliances—will help shape tomorrow's libraries and museums. Grants are offered in the following categories:

- **Library and Museum Collaboration grants** help libraries and museums to engage with other educational and community organizations to support the educational, economic, and social needs of learners of all ages. Learning communities can be established without regard to geographic boundaries; they can exist virtually or in a particular place or places.
- **Advancing Digital Resources grants** support the creation, use, preservation, and presentation of significant digital resources, as well as the development of tools to manage digital assets.
- **Research grants** help libraries and museums increase their impact on learning by supporting research on issues of national concern and demonstration of new solutions to real-world problems. Research projects, both basic and applied, gather and analyze data in order to investigate specific questions and then evaluate and disseminate the results.
- **Demonstration grants** test potential solutions to problems in library and museum services.
- **Collaborative Planning grants** enable project teams from libraries, museums, and other community organizations to work together on the planning of a project in any of the National Leadership Grant categories.

DETAILED PROGRAM DESCRIPTIONS: RESEARCH AND POLICY

In FY 2008, IMLS was given expanded responsibilities for research and policy. The Institute has embraced this role and has been strategically pursuing research that informs the policy dialogue. Below are highlights of IMLS research and policy work in 2008 related to libraries, museums, and information technology.

State Library Agency Report

In November 2008, the Institute issued its second library statistics report on state library agencies in the 50 states and the District of Columbia for state FY 2007. The State Library Agency Report includes a wide array of information on topics such as libraries' Internet access and electronic services, collections, staff, and revenue. The survey provides state and federal policymakers, researchers, and other interested users information on the range of roles played by state library agencies and the financial, human, and informational resources invested in the agencies' work.

Findings in FY 2007 include the following:

- The number of book and serial volumes held by state library agencies totaled 24.1 million, up from 23.4 million in the previous year.
- There were 1.6 million visits to state library agencies, a slight decrease from the 1.7 million visits during FY 2006.
- All state library agencies continued to facilitate library access to the Internet, as they did in 2006.
- The total number of budgeted full-time-equivalent positions in state library agencies was 3,500 as of October 1, 2007; this was the same staffing level as there was at the end of FY 2006.
- State library agencies reported total expenditures of $1.2 billion, up from $1.1 billion in FY 2006.
- State library agencies reported total revenue of $1.2 billion, an increase from the FY 2006 figure of $1.1 billion.
- All state libraries agencies provided administration of IMLS funding through the Grants to States program; library statistics; library planning, evaluation, and research; and review of technology plans for the E-rate telecommunications discount program.

Public Library Survey

In December 2008, the Institute issued the Public Libraries Survey (PLS) report for FY 2006. This is the first PLS report released since IMLS was given responsibility for the annual survey, which includes information on population of service areas, service outlets, library collections and services, library staff, and operating revenue and expenditures. More than 9,000 libraries were surveyed in the 50 states, the District of Columbia, Guam, the Northern Mariana Islands, and the Virgin Islands. The survey had a 97.5 percent response rate.

The report includes a number of key findings:

- 2.1 billion transactions were made between public libraries and their users in FY 2006; this total includes books, other printed materials and audio/visual resources. This translates to an average of 7.3 transactions for every individual living in a library service area. (97 percent of Americans live in a library service area.)
- 1.4 billion visits to public libraries were made in FY 2006; that's nearly 5 visits for every individual who resides in a library service area.
- Children are among the heaviest users of public library resources; children's materials accounted for 35 percent of all circulation transactions in FY 2006, and attendance at library-based children's programs was 57.8 million.
- Public libraries had 807.2 million print materials, 42.6 million audio materials, and 43.9 million video materials in their collections in FY 2006.
- Public libraries play an important role in providing Internet access to communities. Nationwide, there were 334 million uses of public-use Internet terminals in FY 2006.

Museum Public Finance

In 2008, the Institute produced and released *Exhibiting Public Value: Government Funding for Museums in the United States* (http://www.imls.gov/pdf/MuseumPublicFinance.pdf). The study provides the first major review of public finance for the museum sector. It explores public support from federal, state, and local government sources, focusing particular attention on levels of financial support and types of delivery mechanisms.

This is one of the few studies to examine U.S. museums as a sector separate from other cultural institutions. The museum sector includes aquariums, arboretums, botanical gardens, art museums, children's museums, general museums, historic houses and history museums, nature centers, natural history and anthropology museums, planetariums, science and technology centers, specialized museums, and zoos.

The national study sought to collect and provide detailed data to inform the development of sound, evidence-based policy. It also provides examples of existing federal-state partnerships in the cultural sector including the IMLS Library Grants to States program, support for state arts agencies from the National Endowment for the Arts, and support for state humanities councils from the National Endowment for the Humanities.

Finding highlights include:

- The U.S. is home to a remarkable diversity of museums. Budgets, staffing, and other resource needs range dramatically across the sector, as do visitorship and the geographic reach of museum services. Slightly more than 70 percent of U.S. museums are private nonprofit entities; the rest are public-owned and managed by various forms of government including states, public universities, city, and county governments. For-profit entities are a very small part of the sector (0.2 percent).
- This diversity is also ref ected in the variability of museum revenue streams. Survey respondents reported a patchwork of financial support with institutions of all types reporting different combinations of revenue from earned income, private donations, government contributions, and investments. While the majority of museums in the sample reported receipt of public funds from at least one level of government—federal, state, or local—there was no consistent pattern of public support across the museum sector.
- The study examined several programs of federal support including national competitive programs at the Institute of Museum and Library Services, the National Endowment for the Arts, the National Endowment for the Humanities, and the National Science Foundation, as well as congressional earmarks that go through numerous federal agencies. In 2006, the last fiscal year examined, federal support from these sources exceeded $149 million dollars. Of this total, 44 percent was made up of congressional earmarks, 23 percent came from NSF, 21 percent from IMLS, eight percent from NEH, and four percent from NEA.
- The study found that direct federal support to museums tends to be concentrated in several geographic areas and that it tends to f ow to museums for specific types of services. IMLS, the only federal agency with a statutory mission of supporting all types of museums to build their institutional capacity for public service, was also the only federal agency that provided support for museums in every state in all seven years examined in the study (2000–2006).
- The study found a wide range of mechanisms to support museums at the state level, but few states had single agencies that coordinated funding across the entire museum sector.
- Local public support for museums is significant in the United States and for some types of museums provides over 50 percent of all government support.
- The study found several similarities when examining existing federal-state partnership programs, including requirements for planning and evaluation as well as processes to engage the public in program development.
- Qualitative information gathered through site visits and public hearings underscored the value of competitive peer review processes at federal, state, federal-state partnership, and local levels.

The decentralized nature of public funding for museums in the United States required data collection from many different sources, using a variety of research methods. Data were collected through a cooperative agreement with the Urban Institute from the administrative records of federal, state, and local government agencies; national non-governmental entities; more than 1,000 museum survey respondents; and more than 100 individuals through hearings and in-depth interviews across the country.

Download, view, and print the report in a pdf file http://www.imls.gov/pdf/MuseumPublicFinance.pdf (2.4 MB)

Libraries, Museums, and the Internet

Also in 2008, IMLS released *Interconnections: The IMLS National Study on the Use of Libraries, Museums and the Internet* (http://interconnectionsreport.org). This study, conducted with the University of North Carolina, examined how people make decisions about where to find information they need. The study looked at how the public uses museums, libraries, the Internet, and other sources to meet their information needs. It showed that in the age of the Internet, visits to libraries and museum are increasing. Visitors to these institutions—both online and in-person—report a very high level of satisfaction in finding what they need. Research subjects frequently reported that a museum visit "changed my perspective" or "inspired me to learn more."

In partnership with the Bill and Melinda Gates Foundation, IMLS also made an award to the University of Washington to study the impact of access to free computers in the public library on individuals and communities.

Public Libraries and E-Government

The Pew Center for American Life and the Internet and the University of Illinois released a new IMLS-supported study in 2008 on public libraries and access to e-government information (http://www.pew internet.org/Reports/2007/Information-Searches-That-Solve-Problems.aspx). It shows that contrary to the commonly held opinion that the Internet is replacing the public library as an information source, seekers of information use both resources. Internet users report a significantly higher use of the local public library than non-Internet users (61 percent vs. 28 percent). Another interesting trend is that young adults, who tend to be among the most Internet-savvy, use the public library more than other adults, further countering the belief that the Web is eliminating the need for libraries.

Analysis of Grants to State Library Agencies

IMLS has recently released an analysis of its largest grant program for libraries—Grants to States for Library Service. The report is the result of a review of administrative data including state plans, annual financial and performance reports and individual state evaluations. It demonstrates how states are able to strategically use federal funds to be responsive to a host of state contexts and public needs. It reports on significant activity in supporting technology infrastructure in local communities and states, high-quality information services and targeted service to build human capital. The report includes an analysis of how funds have been spent and provides examples of exemplary projects.

DETAILED PROGRAM DESCRIPTIONS: RESEARCH AND POLICY

Family Learning in Museums

Because so often library and museum going is a family experience, the Institute has awarded a grant to the Frist Center for the Visual Arts in Nashville, partnering with the High Museum of Art and the J.B. Speed Museum of Art, to explore family learning in art museums. This project includes a large-scale study of 2,100 family visitors and a longitudinal ethnographic study of 18 families.

Museums and Libraries Engaging America's Youth

The IMLS initiative *Museums and Libraries Engaging America's Youth* (http://www.imls.gov/about/youth.shtm) looks at the contributions of IMLS grants from 1998 through 2003 to quality programs and positive outcomes for youth aged 9–19. Its goals were to identify results, trends, and characteristics of these projects; help strengthen programs and community partnerships for youth development; offer models of excellence and practical guidelines for youth programs; and understand IMLS projects in a national context of youth development efforts. The study, which included the input of a high-level steering committee, found that successful library and museum programs have a strong correlation to the best practice in positive youth development. In 2008, IMLS published the results of the study along with a handbook for practioners, *Nine to Nineteen: Working with Youth in Libraries and Museum* (http://www.imls.gov/pdf/YouthGuide.pdf).

Disseminating Library and Museum Research

In March 2009, the Institute announced the launch of a new series of data notes and research briefs to inform library and museum policy. These publications are part of an overall plan to develop and disseminate short, intermediate, and long-range research projects. The goal is to provide reliable and consistent data on museums and libraries that these institutions can use to help demonstrate public value.

The first data note in the series, *Libraries Use Broadband to Serve High Need Communities* (http://www.imls.gov/pdf/DataNote2009_01.pdf), focused on the role that public libraries play in providing access points to broadband services for people in urban and rural areas, and families in need.

Special Projects and Initiatives

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

SPECIAL PROJECTS AND INITIATIVES

In FY 2008, IMLS pursued special projects and initiatives to improve America's library and museum collections; strengthen the role of cultural institutions in promoting 21st century skills; and host events to further public awareness, honor innovators in the museum and library worlds, and highlight research and the impact of digital technology. Also in FY 2008, and continuing into FYs 2009 and 2010, IMLS began to develop a practitioner's guide for *Learning Science in Informal Environments.*

Details on these activities are listed below.

Conservation Initiative: *Connection to Collections*

America's collections are for everyone. They are discovered and explored billions of time each year in libraries and museums across the country. They enlighten and inspire all of us, and collections stewardship is a core activity of these institutions. *Connecting to Collections: A Call to Action (C2C)* is a multifaceted, multiyear strategic initiative of the IMLS that leverages our significant work in this area to shine a nationwide spotlight on the needs of America's collections, especially those held by small to medium-sized libraries and museums, which often lack the human and financial resources to care for their collections.

Each component of the initiative has been based on the findings of the 2005 Heritage Health Index (HHI), a comprehensive study funded by IMLS, which argues powerfully for improved collections care in the United States and offers an integrated and systematic strategy. The study found that 190 million objects were in need of conservation treatment; 65 percent of collecting institutions had damage to collections due to improper storage; 80 percent of collecting institutions were without an emergency plan for their collections or staff adequately trained to carry out an emergency plan; and 40 percent of institutions had no funds allocated in their annual budgets for preservation or conservation. The study's recommendations call upon libraries and museums to provide safe conditions for their collections; develop emergency plans to protect their collections; assign responsibility for collections to a senior-level staff person; and raise public awareness about the importance of protecting our nation's collections.

The C2C initiative has included:

- **The National Conservation Summit:**
  Representatives of small and medium-sized museums and libraries from every state, including Washington, D.C., and Puerto Rico, met with national leaders in the nation's capital from June 27–28, 2007. The summit explored strategies for preserving endangered collections, harnessing new technologies, engaging the public in conservation efforts, and identifying funding resources.

- **The National Tour:**
  In 2008 and 2009, there have been four regional forums held across the country that reached approximately 1,000 practitioners from small and medium-sized museums and libraries from every state. Leaders in the conservation and preservation community explored such topics as caring for our diverse cultural heritage, collaboration in the digital age, the preservation needs of living collections, and new strategies for training and expanding awareness of conservation needs. Each forum's proceedings are available through the IMLS Web site. Each forum also provided extensive networking opportunities for attendees.

SPECIAL PROJECTS AND INITIATIVES

- **The C2C Bookshelf:**
  To help raise the conservation IQ of museums, libraries, and archives, IMLS has distributed 2,000 free copies of the Connecting to Collections Bookshelf, a core set of books selected by national experts, as well as a user's guide, DVDs, online resources, and an annotated bibliography that are essential for learning about current best practices in collections care. The unprecedented demand for these bookshelves in 2008 led to a third round of applications, and will result in 1,000 more bookshelves distributed by summer 2009. Institutions in every state have benefitted from this program.

- **Statewide Collaborative Planning Grants:**
  These grants have fostered partnerships among museums, libraries, and archives in a state, commonwealth, or territory in order to create statewide priorities for addressing the recommendations of the Heritage Health Index. As of 2009, 43 states and territories have received support. In 2010, the agency will hold a third round of competition for the remaining 17 states and territories and will support a limited number of larger implementation grants for states that have completed planning successfully.

- **American Heritage Preservation Grants:**
  This grant program, supported in partnership with the Bank of America, was launched in 2009 and provides grants of up to $3,000 for small museums, libraries, and archives to help raise awareness and fund preservation of treasures held in these institutions.

21st Century Skills Report and Practitioner's Guide

Through a series of meetings and outreach, IMLS is developing a report that will provide leaders in museums and public libraries, schools, and government information on the role of cultural institutions in promoting 21st century skills to various audiences. The report will provide suggestions, guidelines, case studies, and resources to help public libraries and museums identify and integrate 21st century skills into their programs. The report will be accompanied by an online assessment tool that will help institutions determine where they are today and the steps they must take to promote 21st century skills for lifelong learners, including K-12. The report and assessment tool will be available in late spring 2009.

These resources will support museums and libraries in their core educational and community roles by addressing how these institutions can most effectively use their collections and programs to support the lifelong learning skills required to create and sustain a competitive workforce, maintain America's leadership in innovation and technology, and build an engaged citizenry.

In 2010, IMLS will invite applications in several grant categories from museums and libraries that wish to incorporate or emphasize 21st century skills in their programs and services.

National Book Festival Pavilion of the States

In September 2008, for the seventh consecutive year, IMLS helped host the National Book Festival's Pavilion of the States on the National Mall. Representatives from state libraries and Centers for the Book throughout the country gathered in the nation's capital to promote reading and the literary traditions of the 50 states, the District of Columbia, and the U.S. territories.

SPECIAL PROJECTS AND INITIATIVES

National Medals for Museum and Library Service

The Institute annually honors museums and libraries that make extraordinary civic, educational, economic, environmental, and social contributions to their communities. These National Medals for Museum and Library Service showcase the vital role of museums and libraries in American society. They are the nation's highest honor for libraries and museums that make their communities better places to live.

WebWise

The annual WebWise conference is a signature initiative of IMLS. Each year it brings together representatives of museums, libraries, archives, systems science, education, and other fields interested in the future of high-quality online content for inquiry and learning. The conference highlights recent research and innovations in digital technology, explores their potential impact on library and museum services, and promotes effective museum and library practices in the digital environment. It also offers recipients of IMLS technology-based grants the opportunity to showcase exemplary projects.

Practitioner's Guide for Learning Science in Informal Environments

In January 2009, the National Research Council released a major research study, *Learning Science in Informal Environments* (http://www7.nationalacademies.org/bose/Learning%20Science%20in%20Informal%20Environment.html), which synthesized evidence from neuroscience, behavioral science, and project evaluations about the learning impact—for audiences of all ages—of informal science learning. The Institute is helping to support the creation of a practitioner's volume that will be released in 2009 that draws on the significant conclusions of this study and provides guidance for practitioners, including staff and volunteers in libraries and museums, about ways to apply the research findings to best practice. The report, which will contain the most recent neurological and behavioral research on learning, as well as the most effective evidence-based strategies for out-of-school learning, will be aimed at museum professionals, librarians, filmmakers, and social service providers who develop programs for lifelong learners.

IMLS Administration

IMLS ADMINISTRATION

This section highlights administrative improvements that support financial and budget accountability, human resource management, support and maintenance of the agency's information technology infrastructure and grant management. Justifications of operating costs by object class are also provided to support the IMLS salaries and expense request.

Budget and Performance Integration

IMLS has an integrated approach to budgeting and long-range planning. Responsibility for development, coordination, and innovation in General Performance and Results Act activities resides with the Chief Financial Officer and the Deputy Director of Policy, Planning, Research and Communications, who coordinate with all of the other offices of the agency in developing and implementing the agency's strategic plan and budget. Over the past year, IMLS has continued to devote considerable effort into the development of its strategic goals and performance measures. The agency's board and staff recognize the vital importance of building the capacity of libraries and museums to connect people to information and ideas. This requires a strategic approach, so that limited federal dollars can be effectively used to achieve the best in library and museum services for the American people.

Strategic Human Resources Management

The Director of Human Resources has instituted a new Senior Executive Service (SES) program, deployed an online staffing and recruitment system, and implemented a new personnel payroll system. These are new and cutting-edge systems that allow the Institute to streamline their internal processes and respond to applicants and employees in a more professional and efficient manner.

The Office of Human Resources is striving to implement a Human Capital Accountability and Assessment Framework (HCAAF) for FY 2009–10. This plan will include both targets and sub-targets to include succession management, a single appraisal system for all employees of the Institute, and other systems to support the Office Human Resources (OHR) initiatives to further bring the Institute in alignment with other comparable agencies.

During this fiscal year, the agency has emphasized employee training and engagement. Training on personnel matters focused on all of the components of the No Fear Act; Understanding Prohibited Personnel Practices and Whistleblower Protection; Making Accessibility a Reality—Making Panels and Other Meetings More Inclusive; Ethics and Government Service; Employee Performance Evaluation; and Benefits Available to Federal Employees.

IMLS ADMINISTRATION

Information Technology

The agency's information technology infrastructure is managed by a small internal staff that is responsible for policy development and general system oversight.

During 2008, the agency continued its agreement with the Enterprise Services Center (ESC) of the Federal Aviation Administration (FAA) to provide IMLS with an Office of Management and Budget (OMB)/Office of Federal Financial Management (OFFM)-compliant Delphi financial management system. Recently, the Institute learned that over 50 clerical, accounting, IT, customer service and management staff at some level are responsible for the services received from the ESC. This clearly demonstrates that it would be impossible for IMLS to hire the required number of personnel with specialized expertise to operate and maintain a financial management system.

The Institute is continually searching for opportunities to increase efficiencies and reduce costs by leveraging other governmental Centers of Excellence in areas such as payroll, travel, and grants. To this end, the Institute completed the first phase of the transition of its payroll processing system from the U.S. Department of Agriculture-National Finance Center to the Department of Interior-Federal Payroll Personnel System (FPPS). The first payroll period processed via FPPS began on May 25, 2008. In addition to providing a front-end electronic timekeeping function, FPPS also allows the Institute's managers to electronically process personnel actions and thereby streamline this process. It results in improved timeliness of processing personnel actions. The next phase of the transition will implement a project tracking feature, which will allow the Institute to capture cost data to support the Institute's goals and targets. This feature will also aid the Institute in preparing its annual Performance and Accountability Report.

The Institute also converted to a new e-travel system in July 2008 that has significantly reduced the former paper process and has substantially improved processing time for travel authorization and travel voucher submissions and reimbursements.

Grants Management

IMLS continues to expand its electronic government capabilities and is committed to leveraging technology to minimize the burden on grantees and increase efficiencies agency-wide. IMLS presently delivers a number of services electronically and will be enhancing and expanding these services. In addition to the IMLS Web site, which provides application guidelines, publications, and other information, IMLS continues to partner with other federal agencies on Regulations.gov and Grants.gov.

IMLS actively participates in government-wide initiatives to streamline the federal grant-making process. The agency's Chief Financial Officer is a member of the federal Grants Executive Board and the agency participates in the Grants.gov User Group. The Grants.gov Initiative benefits IMLS and its grant programs by providing a single location to publish grant opportunities and application packages and by providing a single site for the grants community to apply for grants using common forms, processes, and systems. By publishing its funding opportunities on Grants.gov, IMLS is reaching a larger, more diverse applicant pool.

IMLS ADMINISTRATION

The Institute continues to work with one of the OMB- approved Grants Management Line of Business (GMLoB) providers, the Department of Health and Human Services, Administration for Children and Families (ACF). This will enable the Institute to retire its legacy internal grants management systems. Using a GMLoB provider is expected to substantially reduce the costs of maintaining an internal grants management system. Additionally, the costs of supporting future requirements can be shared among several agencies that are serviced by the GMLoB provider.

- **Pre-Award:** Synopses and application packages for all IMLS's discretionary grant programs are posted on Grants.gov. Applications via Grants.gov are mandatory for all of these programs.
- **Peer Review Process:** An important element of the Institute's e-government plan is to incorporate online application review into the agency's overall grants management process. Electronic peer review has been embraced by IMLS reviewers in recent years and is expected to reduce the workload for both reviewers and staff, making feedback to applicants more efficient. IMLS plans to implement the electronic peer review process via its transition to the ACF GMLoB.
- **Project Planning:** In addition to the use of technology to advance application and award management, IMLS is developing assistance to help potential applicants develop better projects. This program will expand the Institute's capacity to disseminate high-quality information about the results of its programs and initiatives.
- **Agency Communications:** Responding to the needs of the increasingly tech-savvy museum and library communities, some new features have been added to the IMLS Web site (www.imls.gov). Those who cannot attend IMLS conferences and events—such as WebWise and our *Connecting to Collections* National Tour forums—can now watch sessions online via Web casts. Subscribers to the IMLS RSS Feed will receive immediate notice of new content on our Web site. Podcasts and streaming video are now available, highlighting IMLS awardees and initiatives. Additionally, IMLS is currently developing a content management system for our public Web site, as well as our staff intranet site. This project is seen as a "phase two" of the redesigned Web site that was launched in February of 2006, and will streamline the process for creating, editing, and organizing Web pages. This project also presents an opportunity to make some changes to the site's content and navigation, allowing us to create a new section for our Research & Policy activities.
- **Information Technology:** During FY 2009, the agency continued its work with the ACF, on a detailed fit/gap analysis to determine how the IMLS' grants management process will fit within the ACF's GMLoB process. Continued progress is being made with the respect to the assessment of the Institute's processes fitting within the ACF's system; however, additional analysis is required before the agency can transition to the ACF system. As mentioned above, this transition is expected to take place in FY 2010.

IMLS ADMINISTRATION

Improved Financial Performance

IMLS continues to experience an extremely beneficial partnership with the FAA's Enterprise Service Center. It affords IMLS access to timely reporting and accounting services, and to the financial information necessary to make strategic agency and programmatic decisions. This relationship also enables IMLS to comply with changing financial and budgetary requirements without the necessity of having duplicative in-house experts.

The CFO of the agency continues to collaborate with the other senior managers to improve financial processes and to provide financial data required to manage their operations. Each of the Institute's offices has its own budget. Senior managers are required to monitor and approve expenditures. Quarterly budget meetings with the Chief of Staff and each office are conducted with more frequent discussions as conditions dictate.

In FY 2008, the Institute contracted with one of the three GSA-approved e-travel systems to eliminate its present manual travel management process. The transition to the e-travel system was completed in July 2008 and has proved to be a great success in saving staff time, processing time and improved accountability for travel expenditures.

The Institute completed the first phase of the transition of its payroll processing system from the U.S. Department of Agriculture-National Finance Center to the Department of Interior-Federal Payroll Personnel System (FPPS). The first payroll period processed via FPPS began on May 25, 2008. In addition to providing a front-end electronic timekeeping function, FPPS also allows the Institute's managers to electronically process personnel actions and thereby streamline this process. It will also result in improved timeliness of processing personnel actions. The next phase of the transition will implement a project tracking feature, which will allow the Institute to capture cost data to support the Institute's goals and targets. This feature will also aid the Institute in preparing its annual Performance and Accountability Report.

During FY 2008, IMLS continued its review of its procurement policies and procedures, and further enhanced its procurement program. The Institute's Contracting Officer provided day-to-day supervision of the agency's procurement office and provided guidance on the procurement aspects of the agency's operations. The Contracting Officer also engaged senior managers in acquisition planning which has resulted in significant improvement of procurement requests and consequently contract administration. During FY 2008 the Institute expanded its use of the federal purchase card for micro-purchases.

Salaries and Expenses Request

The FY 2010 budget request for salaries and expenses will support the costs of the staff, overhead, contracts, and other activities needed to administer and monitor IMLS's programs and to award the proposed $248 million in grants.

In FY 2010, the IMLS request for administrative costs is $17,134,000, or 6.4 percent of its total budget request of $265,556,000.

IMLS ADMINISTRATION

Justification of Operating Costs by Object Class

Table 3: IMLS History of Administration Costs
(Amounts in 000s)

Object Class	Description	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Enacted	FY 2010 Requested
1100/1200/1300	Personnel Compensation and Benefits	$7,050	$9,050	$10,050	$9,750
2100	Travel and Transportation of Persons	750	850	900	1,000
2200	Transportation of Things	40	40	40	40
2300	Rental of Space (Rent, Communications and Utilities), Equipment Rental, Telephone Services, Postage	2,300	2,350	2,400	2,450
2400	Printing and Reproduction	300	300	300	200
2500	Other Contractual Services	1,170	1,170	3,000	3,500
2600	Supplies and Materials	107	127	127	94
3100	Equipment	80	100	100	100
Total		**$11,797**	**$13,987**	**$16,917**	**$17,134**

This request includes funds for staff salaries, benefits, travel, training, rent, advisory and assistance services, communications and utilities expenses, supplies, equipment, and other operating expenses necessary to manage the Institute's activities. The following narrative, presented by object class, provides more detail on this request.

1100 Personnel Compensation
1200 Personnel Benefits
1300 Benefits for Former Personnel
Amount Requested: $9,750,000

This category provides for salaries and benefits of federal employees, including expected within-grade increases, planned promotions, and performance awards for qualified staff, and ref ects the use of lapse savings made possible by delayed hires and turnover. This request supports the 2.0 percent cost of living increase effective in January 2010, and is consistent with Administration policy.

Estimates are provided for benefits including the agency's share of contributions for health insurance, life insurance, retirement contributions, Thrift Savings Plan match, unemployment benefits, and injuries sustained in the workplace. Over the past years, federal health insurance premiums, including agency contributions, have increased nearly 15 percent annually, an increase that is ref ected in this budget estimate.

IMLS ADMINISTRATION

This amount will cover the management costs to federal employees of the government's Flexible Spending Accounts in FY 2009. Support for the federal transit subsidy benefits provided under the Transportation Equity Act for the 21st Century is also ref ected in this object class. To minimize personnel costs, the salary for National Museum Services Board members is proposed to remain at $100/day.

2100 Travel and Transportation of Persons
Amount Requested: $1,000,000

This object class funds the cost of travel by the Institute's professionals for conference presentations, site visits to oversee grants, outreach activities, consultations with applicants, workshops on IMLS programs, and staff professional development. Funds are provided for regional forums that stimulate sharing of effective practices and expand museum and library collaboration opportunities. This effort allows the Institute to monitor the progress of new programs, provide technical assistance, and build new partnerships. It includes transportation costs associated with the National Award for Museum Service and the National Award for Library Service. This object class also supports grant oversight activities. An increase of $100,000 in this object class supports the important management of grant activities, especially regular site visits in support of the Museum and Library Services Act.

During FY 2010, the Institute will prioritize its administrative funding to enable targeted travel to state library agencies.

This object class supports travel for members of the National Museum and Library Services Board (NMLSB), including its four regular meetings. The Board has requested that its regular meetings include at least one meeting outside the Washington, D.C., area annually, in conjunction with the national gathering of museum and library professionals. This meeting will introduce the Board to leaders in the museum and library field and enable them to become acquainted with the agency's constituents' interests. The Board also observes the agency's panel review process, thus resulting in an increase for Board member travel. All IMLS travel is to support the agency mission and mandates.

2200 Transportation of Things
Amount Requested: $40,000

Freight and express charges by common carrier, contract carriers, and other incidental expenses are included in this object class. Attendance at library and museum conventions, conferences, and meetings requires shipment of the Institute's displays and associated materials, such as grant guidelines. This class also includes mail transportation charges for express package services (i.e., charges for transporting freight) and postage used in parcel post. Cost estimates are based on actual costs incurred historically by IMLS for this activity.

IMLS ADMINISTRATION

2300 Rent, Communications and Utilities, Rental of Space (Standard Level Usage Charge),
Equipment Rental, Telephone Services, Postage
Amount Requested: $2,450,000

This object class includes funding for communication technology services, including data, voice, and cable services; equipment rental; and rental of audiovisual equipment used in presentations at conference sessions and off-site meetings.

IMLS has been successful in past years in directing more of its efforts toward the Internet, placing an increased emphasis on electronic dissemination and availability of IMLS materials and holding cost increases to a minimum.

2400 Printing and Reproduction
Amount Requested: $200,000

This object class funds the composition and printing of program applications and guidelines, research publications, conference proceedings, and Federal Register notices. To help contain costs in this category, the Institute is promoting the use of its home page on the Internet. From this page, users can access program guidelines, grant information, recent awards lists, and a variety of information about IMLS initiatives, activities, and programs. IMLS continues to expand the electronic dissemination and availability of all public materials to prospective grantees from institutions of all sizes and in all geographic areas to keep printing costs at a minimum.

2500 Other Contractual Services
Amount Requested: $3,500,000

This object class provides for contractual services that are not covered in any of the preceding categories, and includes costs of maintenance for the financial management system, staff training, and costs of access to a federal employee health unit associated with the Department of Agriculture. Also included are costs of temporary clerical and grant application processing services, and production expenses associated with publications.

This object class funds a management conference for managers of State Library Program agencies. These funds also support convening meetings of the Native American tribal community for grant workshops and facilitate outcomes-based evaluation training for the Office of Library Services and Office of Museum Services grantees in all categories.

These funds support essential interagency agreements, including payroll services provided by the Department of Interior's National Business Center, negotiation of indirect cost rates by the Department of Interior, and accounting services provided by the DOT-FAA-ESC. Also included are fees that support e-government initiatives such as the e-Travel services, the Grants Management Line of Business, Grants.gov, and the Human Resources Line of Business. This object class also funds the contract costs (honoraria) of panelists and grant

reviewers. Each year the Institute convenes dozens of panels to evaluate the quality of grant applications and to ensure transparency of grant decision-making. Costs for this activity have gone up each of the past three years, as the increase in grant applications translates to additional panel reviews.

Planning and assessment studies are also funded from this object class. This budget item also includes contractual services for information technology support such as the Help Desk, State Program Reporting System, and maintenance of the General Support System for all agency operations. Also, annual financial, security, and systems audits and reviews are funded by this budget item.

2600 Supplies and Materials
Amount Requested: $94,000

Expendable supplies such as routine office products and supplies, paper, and copier supplies are needed to carry out the daily business of IMLS. These funds also cover IT supplies, including disks, and toner cartridges and paper for printers and copiers. In addition, the funds cover the cost of maintaining the agency's subscriptions to library- and museum-related periodicals, magazines, and newspapers, which help fulfill the mandate to research trends and needs in these fields.

3100 Equipment
Amount Requested: $100,000

This object class funds all equipment, furniture, and office machines having a useful life in excess of one year—such as chairs, desks, file cabinets, IT equipment, software licenses, and printers. It also includes routine upgrades to local area network hardware and software in order to accommodate upgrades in database management and financial data. The majority of anticipated equipment expenditures will be for technology renewal of office automation equipment, systems software, and furniture that would be more expensive to repair than replace. The Institute intends to maximize the usefulness of existing hardware by upgrading rather than purchasing new equipment wherever possible. Rapid changes in technology, however, will make it necessary to purchase some new computer equipment, integration systems software and hardware, and electronic data exchange systems. This will enable the Institute to be responsive to and compliant with Administration directives and guidance and with federal laws, to remain on the cutting edge of technology in delivering services, and to continue being efficient.

Total Administrative Services Request: $17,134,000

IMLS Administration

FY 2010 Performance Plan

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

FY 2010 PERFORMANCE PLAN

The Institute builds the capacity of museums and libraries to serve the public in three strategic ways:

- Sustaining Heritage, Culture, and Knowledge
- Enhancing Learning and Innovation
- Building Professional Capacity

A fourth, overarching goal is to attain the highest level of excellence in federal management, operations, and service.

Sustaining Heritage, Culture, and Knowledge

Our nation's museums and libraries serve as stewards of our cultural, scientific, and intellectual heritage. Their collections illustrate, interpret, and embody the great events, ideas, and individuals that contribute to America's history and culture. These irreplaceable resources help us understand, experience, explore, discover, and make sense of the world. Through their collections and the services they build around them, museums and libraries tell our nation's story and ensure that knowledge is passed on to future generations.

The collections in libraries and museums connect people to the full spectrum of human experience, culture, science, history, and art. The Institute helps libraries and museums to preserve and manage collections of art, books, documents, other cultural artifacts, animals, plants, and digital resources so that future generations will have a tangible link with their heritage.

Unfortunately, collections are highly vulnerable to loss due to deterioration, theft, and natural and man-made disasters. Virtual resources are susceptible not only to physical destruction, but also to loss through technological change. Accordingly, through grant programs and special initiatives such as *Connecting to Collections,* the agency focuses on the conservation and preservation of library and museum collections.

> **Objective 1:** Strengthen personnel capacity to manage conservation and preservation efforts in our nation's libraries and museums.

Strategies:
- Expand the availability, efficiency, and effectiveness of strategies and choices for safeguarding collections.
- Build personnel skills for digital asset management, conservation, and preservation.
- Strengthen personnel skills in small- to medium-sized institutions for collections management, preservation and conservation planning, and emergency preparedness at the institutional level.

Objective 2: Address high-priority needs identified by the Heritage Health Index.

Strategies:

- Enable museums, libraries, and archives to carry out collections-wide preservation and conservation planning, to treat identified high-priority problems, and to serve as national models and sources of information.
- Enable museums, libraries, and archives to plan for and implement risk reduction, emergency response, and recovery of collections.
- Support the development and creation of statewide disaster and preservation plans.

Objective 3: Galvanize attention and promote public-private partnerships to preserve the nation's collections.

Strategies:

- Convene national and regional summits to galvanize awareness of the condition of the nation's collections and the implications of their loss, and to develop plans to address the problem locally and nationally.
- Encourage and form partnerships at the federal, state, and local levels to address conservation and preservation needs.
- Build a program of public awareness activities.

Enhancing Learning and Innovation

Learning is more important than ever for success in today's global economy. This includes in- and out-of-school learning; learning at all ages; and, in addition to basic mathematics, reading, and science, a new set of 21st century skills such as creative problem solving, ability to work in teams, information literacy, and communication skills in multiple formats.

Over the past 20 years, an explosion of research has shown how people learn, from infancy to old age. We know that children are never too young to learn, and we know that lifelong learning extends the duration and quality of life. We also know that a thriving competitive economy depends on innovation and the opportunity to learn effectively not only in the classroom, but on the job and throughout one's lifetime.

Museums and libraries are core community assets essential to larger efforts to support the development of families, individuals, and communities. They help our communities meet some of their greatest challenges, providing powerful places for civic engagement, contributing to economic development, building workforce participation, improving early literacy and school readiness, helping teens prepare for school and for life, and addressing a wide range of issues from helping our citizens keep current on health and science information to providing new immigrants resources they need to succeed in American society.

FY 2010 PERFORMANCE PLAN

Objective 1: Increase the excellence, availability, and use of museum and library programs and services for learning and innovation.

Strategies:
- Strengthen local programming and services and widen the adoption of effective practices to address identified national issues.
- Strengthen the ability of libraries and museums to increase their own knowledge and improve programs, and support local replication and adaptation of models that evaluation shows to be effective.
- Disseminate data on effective management and practice to strengthen learning through museum and library services.

Objective 2: Increase the number and variety of partnerships among museums, libraries, and other community entities.

Strategies:
- Support collaborations to extend the impact of libraries and museums in meeting their communities' needs.
- Create new partnerships with federal agencies and non-governmental organizations to maximize federal support and serve as models for good practice in collaboration.
- Support various types of collaborations at the state level.

Objective 3: Increase the number of museums and libraries that use contemporary technology tools to deliver programs and services.

Strategies:
- Help library and museum staff to adopt new technologies, particularly for improving management, operations, and services in small to medium-sized museums.
- Support research and demonstration to develop new tools and services to increase online access to collections.
- Develop models to allow seamless digital searching across library and museum collections.

Objective 4: Strengthen technology competencies across and within all community segments.

Strategies:
- Support research and demonstration to expand tools and services that address contemporary learning needs.
- Develop a digital readiness assessment program to help small to medium-sized libraries and museums establish or strengthen digital collection programs.
- Strengthen knowledge for effective management of Grants to State Library Agencies.

Building Professional Capacity

Training a 21st century library and museum workforce is a top priority for IMLS. Both the library and museum sectors face impending retirements of baby boomers and must attract and recruit new staff. In addition, the rapidly changing environment of the knowledge society, the possibilities provided by new technologies, the increasing diversity of the population, and the need to demonstrate public value and accountability require an expanding portfolio of skills for library and museum professionals at every level.

Objective 1: Strengthen skills and knowledge of museum and library personnel for management, program design, partnership, planning, and leadership.

Strategies:
- Strengthen skills of existing library and museum personnel at all levels.
- Expand the leadership pool of library and museum personnel.
- Increase collaboration and build collaboration skills.
- Develop educational programs to meet the specific needs of Native American, Native Hawaiian, and African American culture through eligible museums, libraries, and cultural centers.

Objective 2: Increase the number of people who undertake formal education and internships in libraries and museums.

Strategies:
- Support recruitment and education at the library and information science master's and doctoral levels.
- Support the recruitment and professional development of museum personnel.
- Support innovative learning programs, such as internships and exchanges to increase the availability of skilled museum and library staff.

Objective 3: Increase the diversity of staff in the library and museum fields.

Strategies:
- Partner with national museums, federal agencies, and national professional organizations to support recruitment and professional development efforts to increase diversity in museum and library employment.
- Build leadership and skills necessary to address the current and future needs of museums and libraries to ref ect and serve the increasing diversity of the nation. Through internships, support historically black colleges and universities to develop knowledge and skills to preserve and share African American history and culture.

FY 2010 PERFORMANCE PLAN

Attaining Excellence in Federal Management, Operations, and Service

As the Institute accepts increasing responsibilities and federal agencies are called on to demonstrate accountability, the Institute must continue to strive for excellence in management, operations and service. IMLS will constantly work to meet the needs of museums and libraries and their users.

Objective 1: Achieve the highest level of excellence in federal financial management, operations, and service.

Strategies:
- Continue to build IMLS staff expertise and provide excellent service to the museum, library, and related communities.
- Make full use of the knowledge and expertise of the members of the National Museum and Library Services Board.
- Maintain and improve the Institute's peer review process for competitive grant programs.
- Maintain and improve the Institute's oversight of Grants to State Library Agencies through increased online assistance, site visits, and conferences.
- Streamline application and award management through transition to the Grants Management Line of Business; develop human capital to maximize use of these systems and to assist applicants and grantees in their use.
- Continue to improve information technology operations.
- Continue to improve financial management, including identifying and implementing additional efficiencies to reduce administrative expenses.
- Maintain and improve internal management and financial controls throughout the Institute; this will lead to continued clean audit opinions with no material weaknesses.
- Finalize implementation of cost accounting methodology.
- Expand resources and technical assistance that support high-quality planning and evaluation for grantee organizations.
- Evaluate IMLS programs on a regular basis; apply findings to program improvements, and share models to improve practice.

Objective 2: Become the key source of information for and about museum and library service to support strong policy decision making at all levels.

Strategies:
- Assess the effectiveness of programs set forth in the Museum and Library Services Act.
- Finalize the consolidation of information policy and library statistics into IMLS.
- Explore desirability, feasibility, and structures needed for a museum statistics program.
- Gather, analyze, and broadly disseminate data about key museum and library needs, trends, and developments.
- Disseminate models of best practice and analysis of library and museum services.
- Develop resources to strengthen museum and library practice and project management.

FY 2010 PERFORMANCE PLAN

Measurement Challenges

These four goal areas provide important guidance for the entire agency. IMLS is working to develop these goals into operational performance measures.

In the coming year, the agency plans to identify appropriate baselines for all new performance measures and assure that proposed new measures are consistent with the agency's strategic plans, annual performance plans, and budget justifications. The agency will develop long-term measures to track program outcomes that fulfill the program's purpose; annual measures to implement plans and efforts to achieve long-term and strategic goals; and efficiency measures, to identify program costs relative to outputs or outcomes produced.

Improving Data Quality

In developing a new set of performance indicators, IMLS looked to other federal agencies that provide grant support to nonprofits and state and local government entities. IMLS will use the lessons learned from these agencies, like the National Science Foundation, to develop its own program performance and management measures.

In the coming year the agency staff in the Office of Policy, Planning, Research and Communication will work with the agency's Information Technology division to highlight the specific data elements that will be used to monitor and report progress in achieving the quantitative management goals. For these goals, performance results will be assessed and reviewed by our administrative staff and managers, and the agency will explore the possibility of audits of measures by external third parties. All performance results will be developed in such a way as to make them easily verified and validated. The assessment process for the quantitative goals will be straightforward. The agency will collect relevant data using internal data systems to establish base-lines for performance measures from FY 2009 forward. These baseline measures will provide the agency with comparable data to track progress on agency performance goals over time. Progress toward achievement of most quantitative goals will be reviewed by senior management on a quarterly basis. In FY 2009 IMLS will develop, an agency-wide data tracking tool to collect data relevant to the quantitative goals to allow staff to track progress throughout the year.

Monitoring Quantitative Goals

In FY 2009 IMLS will develop a detailed plan to document the processes used to collect, process, maintain, and report data for approved quantitative performance measures. Currently, IMLS is planning to contract with an independent, external firm to assess the validity of the data and reported results of the agency's performance goals and to verify the reliability of the methods used to collect, process, maintain, and report data for these performance measurement goals.

FY 2010 PERFORMANCE PLAN

In FY 2008 the agency created the Office of Policy, Planning, Research and Communication with the responsibility for creating agency-wide performance measurement efforts. The office will coordinate the development of a revised performance monitoring plan. Measures used by other grant-making agencies will be reviewed to determine whether and how they might be adapted to monitor IMLS performance. Some of the measures already reviewed include

- analysis of the characteristics of grant applicant pool to monitor participation across grant programs;
- time-to-decision measures on funding recommendations to track efficiency of grant-making process; and
- automated measures of grantee reporting compliance to ensure effective management of public funds.

In the coming year, IMLS will identify and develop new performance measures that provide reliable outcome data that is more closely aligned with the agency's performance goals and better able to inform funding and management decisions and to improve the agency's effectiveness.

Authorizing Framework

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

AUTHORIZING FRAMEWORK

This justification requests funding under both the Museum and Library Services Act and the National Museum for African American History and Culture Act.

The Museum and Library Services Act (MLSA)

The MLSA was enacted into law in September 1996. It consolidated federal support for libraries and museums and created the Institute of Museum and Library Services. Prior to enactment, library support was administered by the U.S. Department of Education and museum support was administered by the Institute of Museum Services. The MLSA was reauthorized in 2003. IMLS grant programs support museums and libraries individually and in collaboration to provide broad and equitable access to high-quality knowledge resources, an essential element of a democratic society. The MLSA consists of the Library Services and Technology Act (LSTA) and the Museum Services Act (MSA).

General Provisions

The general provisions section of the MLSA establishes the agency, provides authority to the director, and defines the duties and responsibilities of the National Museum and Library Services Board, creates a director of the Institute and establishes the composition and role of the National Museum and Library Services Board. It also instructs the director to carry out and publish analyses of the impact of museum and library services.

The Library Services and Technology Act

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

The LSTA directs IMLS to

- improve library service to better serve the people of the United States;
- facilitate access to library resources to cultivate an educated and informed citizenry; and
- encourage resource sharing to achieve economical and efficient delivery of library service.

The LSTA calls for funding for a state formula grant, national leadership grants, and support for Native American tribes and organizations that primarily serve Native Hawaiians.

The Museum Services Act

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

The MSA directs IMLS to

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

AUTHORIZING FRAMEWORK

The authority provided in the MSA is broad and f exible, requiring support for all types of museums from art to zoo for a wide variety of museum service activities. The 2003 reauthorization provided new authority for a program of support for Native American tribes and organizations that primarily serve Native Hawaiians.

Reauthorization
The authorization of appropriations for the Museum and Library Services Act (MLSA) of 2003 expires September 30, 2009. Since the last authorization IMLS has taken responsibility for several library data collections, formerly the responsibility of the National Center for Education Statistics, and for functions that had been carried out by the National Commission on Libraries and Information Science.

The African American History and Culture Act

In December 2003, Congress passed and the President signed the African American History and Culture Act. This law calls for the creation of a National Museum for African American History and Culture and authorizes IMLS, in consultation with the new museum's director and council, to offer grants and scholarships to support museums that primarily focus on African American history and culture.