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

**Fiscal Year 2014 Appropriations Request
to the United States Congress**

Creating a Nation of Learners

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INTRODUCTION: CREATING A NATION OF LEARNERS

Dear Members of Congress:

I am pleased to present this congressional justification of President Obama's FY 2014 budget request in the amount of $225,812,538 for the Institute of Museum and Library Services (IMLS). Within this amount, and within existing programs, IMLS will focus on two strategic areas: early learning programs and learning programs for people of all ages in science, technology, engineering, and math.

I am proud of the contributions that IMLS makes to the American people. I firmly believe that there is a federal responsibility to ensure all Americans have access to museums and libraries and that the nation's 123,000 libraries and 17,500 museums can provide the best possible service to the public regardless of geographic, economic, or physical barriers.

Libraries and museums are ubiquitous. With built infrastructure in nearly every community in the nation, robust online networks, and dedicated staff, museums and libraries connect people to one another and knowledge.

- 169 million people in the United States over the age of 14 (69 percent of the population) are library users.
- 148 million people in the United States over the age of 18 are museum users.

IMLS plays a unique and strategic federal role. We are living at a time when the strategic use of resources could not be more important. IMLS's role – to provide leadership, funding, data, strategic partnerships, knowledge sharing, and policy analysis—is essential to help libraries and museums improve their services. With this budget request, IMLS has a special focus on early learning and STEM learning.

Early Learning

U.S. libraries and museums are a foundational part of the early learning landscape and IMLS has long supported the testing, development, and delivery of quality, impactful programming and also helps to build collections and services that support young children as well as their caregivers, parents, and child care workers.

IMLS has:
- Established a partnership with the Campaign for Grade Level Reading to include to museums and libraries in the 124 communities that are charter members of the Grade-Level Reading Communities Network. In June 2013, IMLS and the Campaign will release a report on libraries, museums and early learning.
- Awarded more than $ 2.5 million in grants in 2012 to libraries and museums that are helping low-income children reach the goal of reading on grade level by the end of third grade in coordination with the priorities of the Campaign. Additional grants will be awarded in 2013.
- Developed an information memorandum with the U.S. Department of Health and Human Services' Offices of Child Care and Head Start to encourage partnerships with public libraries.
- Authored a research brief, "Children's Services at Public Libraries: A Port in the Storm," published by the Urban Institute, MetroTrends.
- Worked with a wide range of partners from the Smithsonian Institution, the U.S. Department of Health and Human Services, the U.S. Department of Education, United Way Worldwide, the National Civic League, the National League of Cities, and the National Governors Association to improve early childhood learning.

Libraries and museums have a special role to play in reaching children who are not part of formal public or private childcare programs. In FY 2014, we will fund at least 20 pilot projects that focus on early learning to children who are not in formal preschool programs and consequently are at great risk of not being ready for school. The initiative will build on current museum and library program investments in system-wide and community-based early learning efforts and to test those investments' ability to prepare disadvantaged children for a successful future.

STEM (Science, Technology, Engineering and Math)

Libraries and museums are crucial to building skills in STEM learning for children and young adults. In FY 2014 we will create a funding priority for projects that develop new programming models to teach STEM skills to at-risk youth. Libraries and museums are emerging as community technology hubs where out-of-school STEM learning efforts include development of "maker spaces," where teens and adults can creatively apply STEM concepts to create their own inventions; hosting community science fairs, and STEM-focused exhibits and public programs.
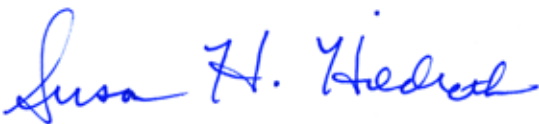
With this budget IMLS is fully implementing its performance improvement model, which gathers evidence on effective practices, invests in effective practices, evaluates results, and shares that information.

In FY 2014, IMLS will help U.S. libraries and museums
- provide information and skills to help Americans find good jobs,
- provide innovative ways for young people to gain job skills,
- meet the needs of the youngest learners with learning environments that stimulate brain development,
- provide new immigrants with English skills and civics education, and
- play significant roles in community revitalization initiatives.

I believe that the American public is best served by maintaining strong support for libraries and museums and I am respectfully recommending enactment of funding for IMLS at the President's request level.

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

Susan H. Hildreth
Director

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FY 2014 Appropriations Request

Photo courtesy of the Yale Peabody Museum of Natural History in New Haven, Connecticut.

Summary of Appropriations Request

The FY 2014 IMLS budget request is $225,812,538. This amount includes $224,402,521 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 $1,410,017 for a grants program authorized by the African American History and Culture Act (AAHCA).

Research, Evaluation, and Data Collection

IMLS requests $1,820,000 to collect data, carry out research and identify best practices in cooperation with the nation's libraries and museums.

Library Services

IMLS requests $177,069,268 for the following library grant programs authorized by the LSTA.
- Grants to State Library Agencies
- Native American and Native Hawaiian Library Services
- Laura Bush 21st Century Librarian Program
- National Leadership Grants for Libraries

Museum Services

IMLS requests $31,513,253 for the following museum grants and related programs.
- Museums for America
- Native American and Native Hawaiian Museum Services
- National Leadership Grants for Museums

African American Museum Services

IMLS requests $1,410,017 for the grant program authorized by the African American History and Culture Act.

Administration

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

Table 1: IMLS Appropriations History, 2004–2014

(Budget Authority in 000's)

Statutory Authority	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 CR*	FY 2014 Request
Museum and Library Services Act (MLSA) General Provisions											
Research, Analysis and Data Collection								1,903	1,886	1,886	1,820
Library Services Technology Act (LSTA)											
Grants to States	157,628	160,704	163,746	163,746	160,885	171,500	172,561	160,032	156,365	156,365	150,000
Native American Library Services	3,206	3,472	3,638	3,638	3,574	3,717	4,000	3,960	3,869	3,869	3,869
National Leadership: Libraries	11,263	12,301	12,375	12,375	12,159	12,437	12,437	12,225	11,946	12,000	13,200
Laura Bush 21st Century Librarian	19,882	22,816	23,760	23,760	23,345	24,525	24,525	12,818	12,524	12,470	10,000
SUBTOTAL, LSTA	**191,979**	**199,293**	**203,519**	**203,519**	**199,963**	**212,179**	**213,523**	**189,035**	**184,704**	**184,704**	**177,069**
Museum Services Act (MSA)											
Museums for America	16,342	16,864	17,152	17,152	16,852	19,176	19,176	18,453	18,030	20,643	22,707
Museum Assessment Program	447	446	442	442	434	460	460				
21st Century Museum Professionals		992	982	982	965	1,280	1,280	2,015	1,969		
Conservation Project Support	2,782	2,788	2,772	2,772	2,724	3,052	3,052	2,675	2,613		
Conservation Assessment Program	815	813	807	807	793	803	803				
Native American/ Hawaiian Museum Services		843	911	911	895	945	975	947	926	926	926
National Leadership: Museums	6,891	7,539	7,920	7,920	7,782	7,981	7,981	6,050	5,911	7,880	7,880
SUBTOTAL, MSA	**27,277**	**30,285**	**30,986**	**30,986**	**30,445**	**33,697**	**33,727**	**30,140**	**29,449**	**29,449**	**31,513**
African American History and Culture Act											
Museum Grants for African American History and Culture			842	842	827	1,310	1,485	1,443	1,410	1,410	1,410
Agency Wide											
Administration	10,389	11,097	11,797	11,858	13,987	16,917	17,134	14,845	14,505	14,505	14,000
TOTAL, IMLS PROGRAMS AND ADMINISTRATION	**229,645**	**240,675**	**247,144**	**247,205**	**245,222**	**264,103**	**265,869**	**237,393**	**231,954**	**231,954**	**225,812**
Congressional Earmarks	32,595	39,889			18,285	10,737	16,382				
2013 CR increase (.612%)										1,419	
TOTAL	**262,240**	**280,564**	**247,144**	**247,205**	**263,507**	**274,840**	**282,251**	**237,393**	**231,954**	**233,373**	**225,812**

*FY 2013 CR figures differ from final FY 2013 enacted figures

IMLS Vision and Goals

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

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

Vision

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

Mission

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

Strategic Goals

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

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

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

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

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

Highlights of FY 2014 Budget Request

In this section IMLS has identified several key investment areas in FY 2014. IMLS selected these investments because they align both with the agency- and stakeholder-identified goals and with high priority areas of national interest. Though all these investment strategies can be pursued within the agency's budget allocation, IMLS will focus on two initiatives through FY 2014.

Strategic Focus – Museums, Libraries and Early Learning

Category	Allocation	Purposes	Activities	Results
National Leadership Grants (NLG) Museums and Libraries	$1,500,000	Improve early learning programs for at-risk children who are not already enrolled in formal preschool institutions through, IMLS discretionary and grants to states programs. Share information and expertise about early learning with State Library Administrative Agencies, in particular for at-risk children. Through all communications mechanisms, IMLS will disseminate information and expertise about museum and library early learning efforts, particularly those targeted to at-risk children.	Fund at least 20 library and museum pilots (in cooperation with HHS Administration of Children and Families) to provide school readiness programming in communities with high concentrations of low-income children in non-structured day care. Work with states already participating in ED's early learning challenge to identify possible participants.	Increase ability of libraries and museums to identify and serve at-risk children. Increase school readiness for at-risk children. Increase awareness of importance of early learning and the availability of program services in communities with at-risk preschool children. Expand the number and quality of federal information resources using the results of the pilot experience.

Strategic Focus – Museums, Libraries and STEM Learning

Category	Allocation	Purposes	Activities	Results
National Leadership Grants (NLG) for Museums and Libraries, Museums for America	Minimum $2,000,000	Improve STEM learning through effective library and museum programs. Share information and expertise about STEM learning with State Library Administrative Agencies, in particular for at-risk youth. Through all communications mechanisms, disseminate information and expertise about museum and library STEM learning efforts, particularly those targeted to at-risk youth.	Establish funding priority to support STEM programming for at-risk youth. Provide focused outreach to help potential grantees develop innovative grant programs. Develop evaluation strategy for grant cohort. Create training/toolkit to expand STEM programming efforts. Use informal learning practitioners to expand practice and broaden participation. Leverage efforts of Office of Science and Technology Policy, National Science Foundation and Corporation for National and Community Service .	Support the development of new programming models that target at-risk youth in museums and libraries. Document program development to strengthen the capacity of library and museum staff to replicate successful evidence based programs. Increase awareness regarding the range of programming options in museum and library settings. Improve federal information resources to include program descriptions of effective library and museum practices.

Ongoing Strategic Initiatives

Building Digital Success

In FY 2014, IMLS will continue to encourage broadband adoption. More than 60 million people lack access to broadband, and many more lack basic digital literacy. While cost is a major barrier to adoption, research tells us that it is not the only barrier. The ability to use a computer and to find relevant services is significant as well. Digital literacy training programs are in high demand and libraries are the *de facto* digital literacy training corps in the United States. IMLS is working with the FCC and Connect2Compete to raise public awareness and provide training opportunities nationwide.

Digital success is an ongoing strategic priority and IMLS supports several efforts. IMLS supports digital inclusion in communities with its project, *Building Digital Communities.* This is a framework for increasing digital capacity and literacy that is being piloted in a number of communities. IMLS is strengthening the capacity of state and local libraries to meet the digital literacy needs of their users by identifying and making accessible on-line and in-person training for users and library staff.

Assessing Comprehensive Community Development Approaches with Library and Museum Anchors
In FY 2014, IMLS will assess how libraries and museums can play a role in community development. At a time of economic constraint, local communities are forced to explore new ways to provide needed services. Across the country, libraries and museums have answered this call. The extensive network of libraries and museums in urban, suburban, and rural communities provides a ready-made infrastructure for emergency and information resource centers and gathering places for community planning.

Connecting to Collections: A Call to Action

In FY 2014, IMLS will continue its strategic investment in exemplary stewardship of museum and library collections and promote the use of technology in discovering knowledge and cultural heritage. The care and management of the nation's collections, both material and living, is necessary to expand and sustain access for current and future generations. Using the latest technology, institutions are digitizing and sharing their collections and developing new standards and protocols to preserve and provide access to traditional, digitized, and "born digital" data and objects.

Federal Partnerships

As directed in the Museum and Library Service Act, IMLS partners with other federal agencies on *initiatives, materials, or technology to support workforce development activities undertaken by libraries; resource and policy approaches to eliminate barriers to fully leveraging the roles of libraries and museums in supporting the early learning, literacy, lifelong learning, digital literacy, workforce development, and education needs of the people of the United States; and initiatives, materials, or technology to support educational, cultural, historical, scientific, environmental, and other activities undertaken by museums.*

Currently IMLS is partnering with the following federal entities:

- U.S. Department of Health and Human Services
- U.S. Department of Labor
- U.S. Department of Commerce, National Technology Infrastructure Agency
- Federal Communications Commission – Connect to Compete
- U.S. Postal Service
- U.S. Department of Education
- U.S. Citizenship and Immigration Services

IMLS is helping agencies to use the national infrastructure of libraries and museums to deliver services and information to the American public.

Research, Evaluation, and Data Collection

IMLS requests $1,820,000 to collect data, carry out research, and identify best practices in cooperation with the nation's libraries and museums. The Museum and Library Service Act authorizes the Director of IMLS to *annually conduct policy research, analysis, and data collection with ongoing collaboration (as determined appropriate by the Director), and in consultation, with (1) state library administrative agencies; (2) national, state, and regional library and museum organizations; (3) other relevant agencies and organizations.*

Highlight: Public Library Survey (PLS)

The Public Library Survey provides data from the nation's 17,078 public library outlets.

The PLS provides a universe base file for many surveys of the library community, such as the Public Library Funding and Technology Access Study and the U.S. Impact Study, which was funded by IMLS and the Gates Foundation. The data is used in a variety of library locator and search and compare tools, including the agency's Public Library Locator, the Department of Labor's American Job Center Locator Service and the Connect to Compete digital training locater tool. The data is also used for a variety of local, regional and national community indicator initiatives, including HUD's Performance Based Planning Measures developed by the Office of Sustainable Housing and Communities.

Top level findings for 2010:

- Libraries provided 3.75 million programs (more than ever before) with 61.5 percent designed for
- children.
- Circulation increased to 2.46 billion materials, the highest ever reported. Circulation of
- children's materials is on the rise comprising one-third of all materials circulated.
- The number of e-books tripled since FY 2003 and the number of computers for patron use doubled in past 10 years.
- Physical visits to libraries decreased 1.1 percent in 2010. (Note: the survey does not collect
- data on online visits or transactions of public libraries.) Physical visits remain strong, with
- an overall 10-year increase of 32.7 percent from FY2001 to FY2010.
- On average, Americans visited a public library 5.3 times per year, a ten-year increase of 21.7 percent.
- Public libraries lost staff. Since FY 2008, overall staff decreased by 3.9 percent. FY 2009 is the first year since the recession that libraries lost librarians in addition to other library staff. There was a decrease of 2.2 percent from FY 2009 to FY 2010.

IMLS also administers a biannual survey of state libraries. IMLS is developing additional research tools to understand the characteristics of museums in the United States and to evaluate the performance of its grantees.
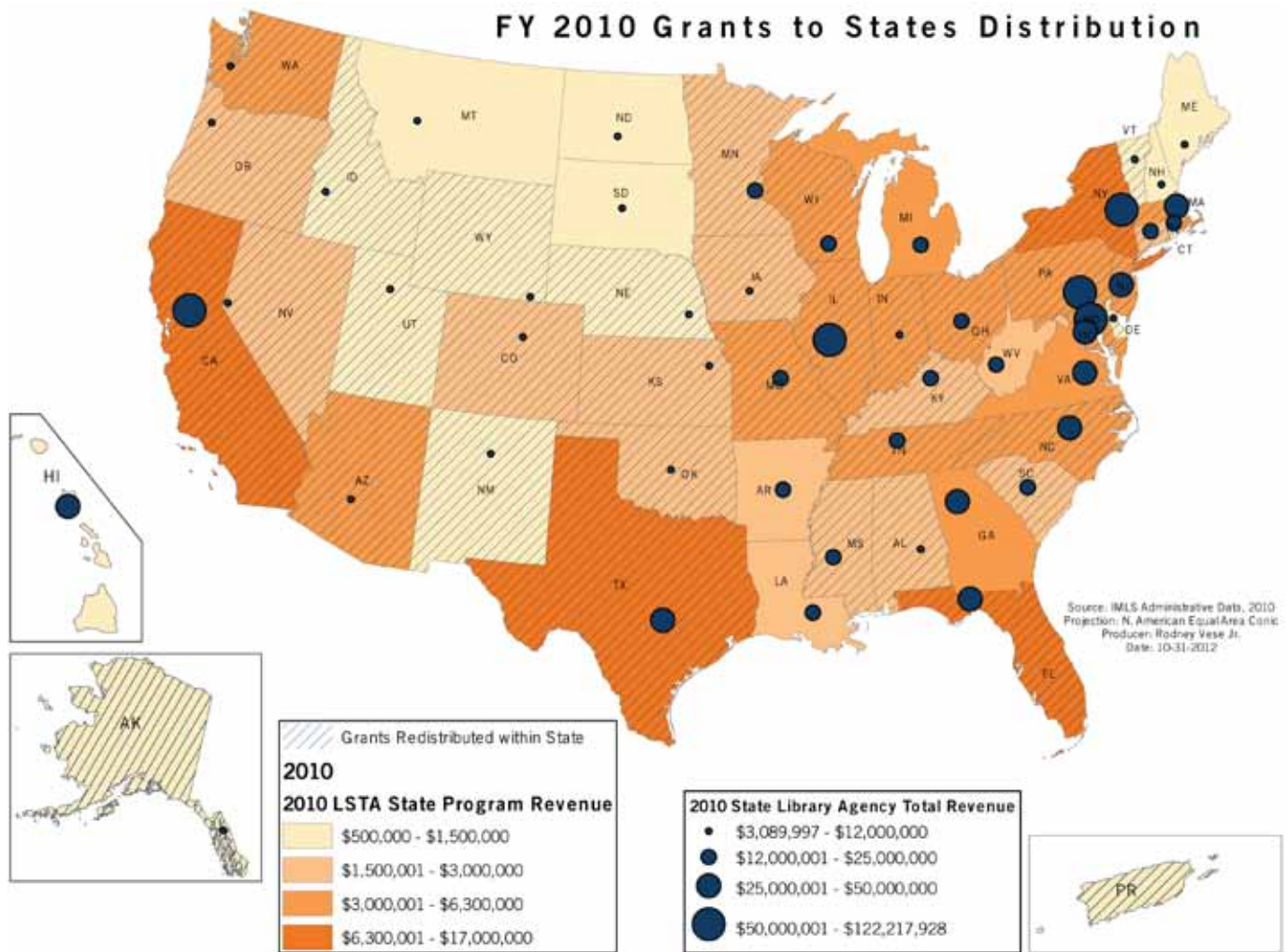
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Program Descriptions

FY 2010 Grants to States Distribution

Source: IMLS Administrative Data, 2010
Projection: N. American Equal Area Conic
Producer: Rodney Vese Jr.
Date: 10-31-2012

Grants Redistributed within State

2010
2010 LSTA State Program Revenue
$500,000 - $1,500,000
$1,500,001 - $3,000,000
$3,000,001 - $6,300,000
$6,300,001 - $17,000,000

2010 State Library Agency Total Revenue
$3,089,997 - $12,000,000
$12,000,001 - $25,000,000
$25,000,001 - $50,000,000
$50,000,001 - $122,217,928

FY 2014 Budget Request: $150,000,000

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

Awards based upon state plan and population-based formula

The IMLS Library Grants to States program awards population-based formula grants to each State Library Administrative Agency (SLAA) in the 50 states, the District of Columbia, Puerto Rico, the Virgin Islands, American Samoa, Guam, and the Commonwealth of the Northern Mariana Islands. The formula consists of an equal for each state plus a supplemental amount based on population. Population data are based on the information available from the U.S. Census Bureau website. The 2010 Act sets base allotments of $680,000 for states, D.C., and Puerto Rico, and $60,000 for the other entities. The law limits the amount of funding available for administration at the state level to four percent and requires a 34 percent match from nonfed-

eral state or local funds. Programs and services delivered by each SLAA support the purposes and priorities set forth in the Library Services and Technology Act (LSTA). SLAAs set goals and objectives for their states regarding the use of Grants to States funds within the statutorily required five-year plan approved by IMLS. These goals and objectives are determined through a planning process that includes statewide needs assessments.

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

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

Evaluation

Every state is required to submit evaluation reports (FY2008-2012 grant cycle) and five-year plans (FY2013-2017 grant cycle). IMLS reviews these data to measure the costs of library services and to compare the cost-effectiveness of programs.

IMLS's "Measuring Success" initiative identifies key service areas common to all states and territories and measures their impact. IMLS provides technical assistance to clarify the priorities in the LSTA, is developing a new outcome-based reporting system, and is building a stronger community for sharing effective programs and practice. "Measuring Success" not only helps identify best practices within the formula grant program but will also assist in sharing effective practices across the discretionary grant programs.

States submitted their five-year plans to IMLS in December 2012. States plan to use their Grants to States resources to fund the following:

STEM, makers spaces, learning labs

A growing number of states (24) offer programs and services that enhance skills needed for success in the 21st century. These include digital literacy, which encompasses the use of all digital devices; information literacy, which emphasizes the ability to locate, assess, and critically evaluate information; and media literacy, the ability to create content in a wide variety of modes and formats.

Literacy programs

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

Immigration

Six states offer services to assist immigrants in accessing citizenship information and provide resources to aid in test preparation. These states recognize that many immigrants or new Americans lack basic English skills and are therefore unable to secure gainful employment and actively participate in their communities. Twenty states provide access to programs and services targeting persons with limited English proficiency.

Technical Infrastructure / Broadband Support

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

Workforce Development

Half of the states have identified workforce and small business development as a primary community need. States use federal funds to support job centers and programs, develop resume-building and interview skills in library customers, and acquire business databases for market research.

Civic Engagement

A growing number of states (15) have identified civic engagement as an important community need. These states use federal funds to promote libraries as community hubs where residents can participate in public forums on local and national issues, offer community meeting spaces, and provide referrals to federal and state agencies and community organizations that can offer direct services or expertise.

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

Table 2: State Allotments for FY 2008–FY 2014

State	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Request	FY 2014 Request
AL	$2,545,491	$2,731,363	$2,746,218	$2,567,650	$2,501,154	$2,513,489	$2,411,174
AK	$833,016	$982,962	$984,174	$960,008	$952,947	$955,904	$942,600
AZ	$3,228,606	$3,489,746	$3,560,969	$3,324,148	$3,250,835	$3,154,754	$3,032,711
AR	$1,766,109	$1,936,565	$1,945,548	$1,838,337	$1,800,586	$1,801,600	$1,738,780
CA	$16,431,277	$16,882,749	$16,971,056	$15,497,372	$15,029,503	$15,069,224	$14,337,409
CO	$2,612,765	$2,834,938	$2,869,234	$2,694,346	$2,641,949	$2,633,382	$2,542,415
CT	$2,068,566	$2,232,450	$2,231,803	$2,090,429	$2,038,047	$2,046,968	$1,968,985
DE	$912,962	$1,063,319	$1,066,966	$1,034,832	$1,023,258	$1,026,307	$1,009,249
FL	$8,425,588	$8,770,131	$8,803,371	$8,111,592	$7,871,982	$7,955,387	$7,615,279
GA	$4,622,315	$4,910,851	$4,972,854	$4,620,382	$4,495,213	$4,427,044	$4,241,400
HA	$1,101,262	$1,248,881	$1,250,947	$1,199,217	$1,159,084	$1,204,846	$1,179,860
ID	$1,180,138	$1,344,632	$1,355,376	$1,299,688	$1,280,599	$1,285,082	$1,252,889
IL	$6,133,883	$6,377,081	$6,398,149	$5,766,746	$5,664,245	$5,592,954	$5,302,398
IN	$3,292,765	$3,492,642	$3,506,281	$3,254,929	$3,161,761	$3,167,893	$3,026,995
IA	$1,840,733	$2,004,495	$2,010,773	$1,885,804	$1,844,037	$1,849,064	$1,783,676
KS	$1,745,712	$1,910,501	$1,921,944	$1,809,993	$1,773,974	$1,776,121	$1,716,081
KY	$2,374,218	$2,560,096	$2,572,188	$2,409,463	$2,350,899	$2,348,041	$2,252,631
LA	$2,409,825	$2,583,026	$2,634,925	$2,480,805	$2,424,055	$2,426,484	$2,332,144
ME	$1,116,986	$1,263,871	$1,263,471	$1,208,487	$1,185,547	$1,187,048	$1,157,199
MD	$2,988,627	$3,170,413	$3,176,887	$2,964,835	$2,889,137	$2,905,001	$2,792,641
MA	$3,346,669	$3,538,949	$3,559,988	$3,323,269	$3,233,374	$3,194,851	$3,066,059
MI	$4,941,233	$5,144,483	$5,113,653	$4,676,712	$4,504,022	$4,450,322	$4,228,265
MN	$2,793,089	$2,983,922	$2,993,749	$2,791,145	$2,717,086	$2,720,448	$2,611,187
MS	$1,809,550	$1,973,794	$1,982,436	$1,863,411	$1,819,928	$1,817,073	$1,751,630
MO	$3,087,560	$3,285,694	$3,300,104	$3,080,330	$2,994,821	$2,974,634	$2,841,978
MT	$952,693	$1,104,586	$1,108,783	$1,070,859	$1,057,408	$1,061,071	$1,040,860
NE	$1,311,709	$1,466,605	$1,470,441	$1,400,237	$1,377,353	$1,383,445	$1,346,160
NV	$1,628,664	$1,817,143	$1,832,430	$1,632,613	$1,702,212	$1,719,652	$1,670,495
NH	$1,114,075	$1,263,260	$1,263,185	$1,211,002	$1,189,626	$1,183,232	$1,154,156
NJ	$4,343,636	$4,530,162	$4,528,274	$4,170,801	$4,042,569	$4,047,555	$3,862,513
NM	$1,392,895	$1,553,194	$1,559,494	$1,485,647	$1,463,144	$1,474,908	$1,428,737

Table 2: State Allotments for FY 2008–2014 (continued)

State	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 Request	FY14 Request
NY	$8,955,719	$9,234,002	$9,318,366	$8,513,873	$8,146,018	$8,111,013	$7,705,999
NC	$4,401,145	$4,696,435	$4,767,500	$4,160,471	$4,322,143	$4,366,417	$4,181,131
ND	$818,116	$963,563	$964,313	$939,310	$931,737	$941,097	$931,176
OH	$5,543,747	$5,762,879	$5,770,712	$5,307,272	$5,120,439	$5,087,388	$4,824,539
OK	$2,100,996	$2,283,428	$2,294,344	$2,158,082	$2,114,098	$2,127,442	$2,049,574
OR	$2,153,972	$2,341,114	$2,359,806	$2,213,648	$2,164,574	$2,158,117	$2,079,923
PA	$5,963,310	$6,191,018	$6,197,247	$5,633,066	$5,544,252	$5,544,710	$5,262,289
RI	$1,006,294	$1,148,900	$1,145,724	$1,102,216	$1,086,948	$1,081,344	$1,057,070
SC	$2,424,418	$2,633,782	$2,665,509	$2,508,533	$2,450,059	$2,466,338	$2,375,883
SD	$881,774	$1,032,934	$1,036,430	$1,005,672	$995,771	$994,601	$979,186
TN	$3,173,028	$3,409,056	$3,434,523	$3,204,074	$3,120,490	$3,124,537	$2,997,882
TX	$10,787,020	$11,275,967	$11,462,047	$10,614,851	$10,388,436	$10,481,539	$10,035,621
UT	$1,652,433	$1,852,581	$1,892,820	$1,796,291	$1,769,981	$1,755,500	$1,705,088
VT	$812,903	$955,380	$955,355	$929,254	$919,668	$919,146	$904,747
VA	$3,872,179	$4,098,498	$4,123,366	$3,763,502	$3,741,963	$3,770,951	$3,618,841
WA	$3,328,627	$3,547,224	$3,582,706	$3,351,575	$3,277,624	$3,287,428	$3,156,124
WV	$1,333,562	$1,483,211	$1,484,197	$1,409,521	$1,382,914	$1,388,302	$1,346,119
WI	$2,962,815	$3,163,009	$3,174,392	$2,946,913	$2,862,663	$2,860,518	$2,735,857
WY	$765,437	$911,752	$916,086	$898,190	$890,868	$896,899	$886,940
DC	$794,432	$940,769	$942,308	$920,394	$915,107	$915,925	$907,013
Puerto Rico	$2,252,920	$2,427,110	$2,432,483	$2,270,426	$2,140,076	$2,095,062	$1,996,535
American Samoa	$65,133	$85,486	$89,087	$86,309	$81,378	$81,195	$79,645
Northern Marianas	$76,850	$98,394	$82,818	$80,639	$80,748	$80,570	$78,371
Guam	$115,602	$137,960	$139,083	$131,530	$121,361	$120,836	$117,578
U.S. Virgin Islands	$87,268	$107,966	$108,676	$104,027	$100,971	$100,621	$97,602
9131(b)(3)(D) Pool[d]	$203,040	$265,078	$265,431	$257,272	$254,658	$254,020	$250,711
TOTAL	$160,885,357	$171,500,000	$172,561,000	$160,032,000	$156,365,300	156,365,300	150,000,000

[d] 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.

FY 2012 Library Discretionary Grant Distribution

Grant Applicants
- Awarded
- Not Awarded

FY 2012 Library Discretionary Grant Award Totals per State
- $0.00 - $10,000.00
- $10,000.01 - $100,000.00
- $100,000.01 - $1,000,000.00
- $1,000,000.01 - $3,497,577.00
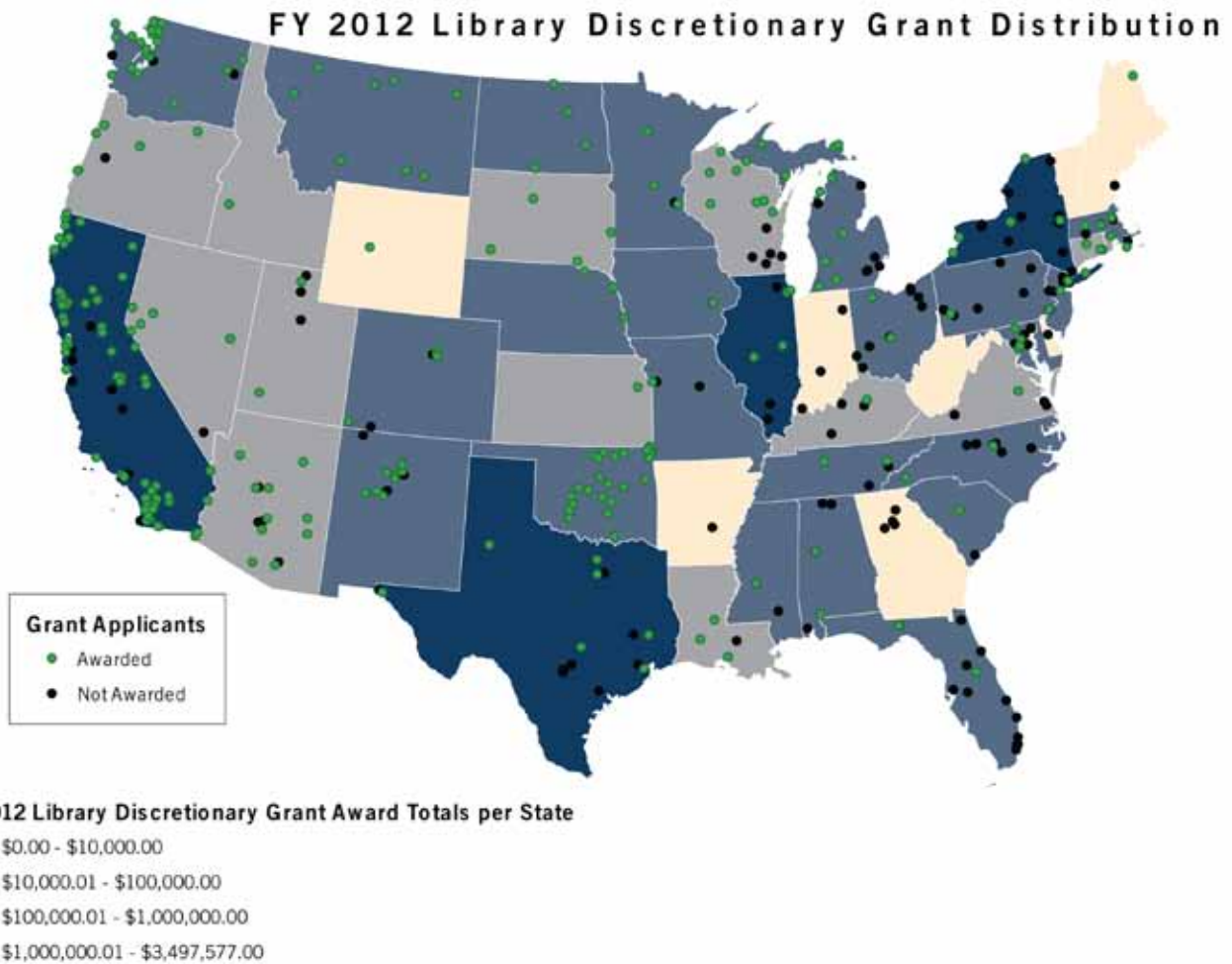
IMLS has three discretionary programs for library services: The Laura Bush 21st Century Librarian Program, National Leadership Grants (which includes funds for Sparks! Ignition Grants) and Native American/Native Hawaiian Library Services.

Laura Bush 21st Century Librarian Program

FY 2014 Budget Request: $10,000,000

These grants support education and professional development projects such as graduate student scholarships; internship, residency, and fellowship programs; continuing education opportunities; curriculum and program development by graduate programs in library science, archives, or school library media; and research by professors of library science, archives, or school library media.

Applications received, amount requested, 2012	106	$37,815,498
Number and amount awarded 2012	32	$10,356,498

National Leadership Grants – Libraries

FY 2014 Budget Request: $13,200,000

National Leadership Grants for libraries provide funding to support research, improve professional practice beyond the grantee institution, and disseminate evidence-based practice through knowledge sharing and by creating scalable models.

Applications received, amount requested, 2012	125	$29,423,769
Number and amount awarded 2012	45	$9,388,219

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

Sparks! Ignition Grants – Libraries

Applications received, amount requested, 2012	32	$718,360
Number and amount awarded 2012	7	$161,152

Native American/Native Hawaiian Library Services

FY 2014 Budget Request: $3,869,268

This program helps native communities improve their libraries to meet the educational needs of their populations. The program offers three categories of grants to established libraries or organizations that serve federally recognized Indian tribes and Native Hawaiians:
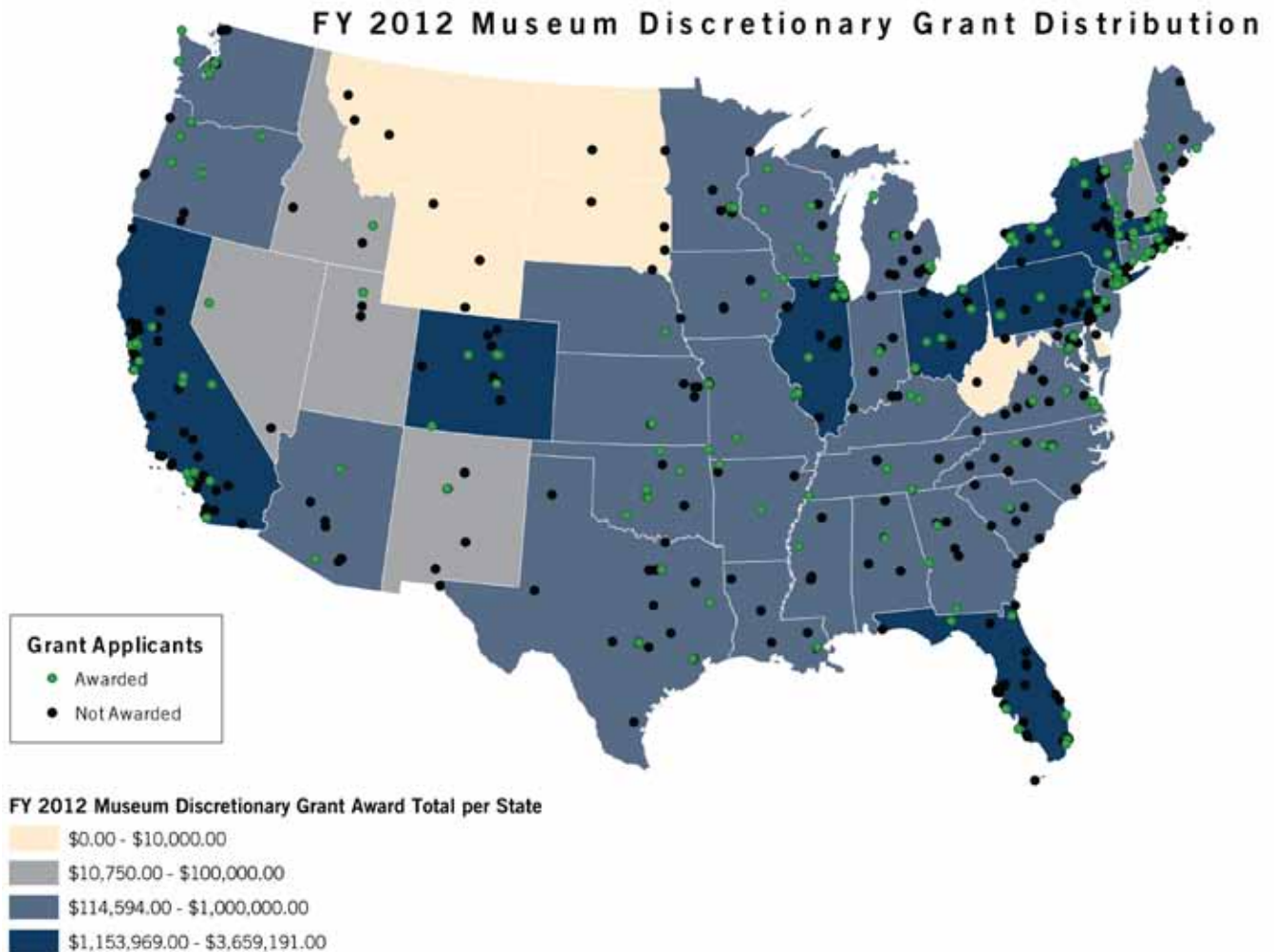Basic tribal grants to support materials, computers, and connectivity (non-competitive)
Tribal enhancement grants to expand partnerships for learning and access (competitive)
Native Hawaiian grants to enhance existing or support new services

Basic grants awarded 2012	226	$1,666,000
Enhancement applications 2012	47	$6,306,472
Enhancement grants awarded 2012	14	$1,644,268
Native Hawaiian applications 2012	4	$1,003,560
Native Hawaiian grants awarded 2012	3	$552,000

FY 2012 Museum Discretionary Grant Distribution

Grant Applicants
- Awarded
- Not Awarded

FY 2012 Museum Discretionary Grant Award Total per State
- $0.00 - $10,000.00
- $10,750.00 - $100,000.00
- $114,594.00 - $1,000,000.00
- $1,153,969.00 - $3,659,191.00

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

Museums for America

FY 2014 Budget Request: $22,707,652

Museums for America grants reach museums of all kinds and sizes, providing diverse populations throughout the nation with enriching and educational exhibits, school services, public programs, and lifelong learning experiences. In FY2014, IMLS will reach even greater numbers of museums by introducing "no match" grant opportunities. Small museums have identified the match rule as one reason that they are unable to compete for grants. IMLS will commit $3 million to support individual museum grant awards of $25,000 or less, which will not require a match of any kind.

IMLS is also developing a strategy to encourage applications from regions of the country where museum applications are low in number or application success rates are less than 25 percent.

Applications received, amount requested, 2012	470	$52,296,907
Number and amount awarded 2012	152	$18,113,376

The Conservation Project Support program was combined with Museums for America in 2013 to strengthen funding for more comprehensive projects involving collections care and conservation.

Applications received, amount requested, 2012	128	$9,954,263
Number and amount awarded 2012	31	$2,614,183

National Leadership Grants

FY 2014 Budget Request: $7,879,914

National Leadership Grants for museums provide funding for projects that improve and advance professional practices for the nation's 17,500 museums. Grants support research and development, professional development, and national models.

Applications received, amount requested, 2012	85	$18,212,115
Number and amount awarded 2012	15	$3,447,740

Sparks! Ignition Grants – Museums

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

Applications received, amount requested, 2012	29	$692,789
Number and amount awarded 2012	6	$143,714

Native American/Native Hawaiian Museum Services

FY 2014 Budget Request: $925,687

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

Applications received, amount requested, 2012	36	$1,686,001
Number and amount awarded 2012	22	$925,687

Museum Grants for African American History and Culture

FY 2014 Budget Request: $1,410,017

This program provides professional training and development for African American museum staff. The grants can be used for professional training, technical assistance, internships, and gaining outside expertise.

Applications received, amount requested, 2012	42	$4,362,160
Number and amount awarded 2012	14	$1,442,312

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IMLS Administration

IMLS ADMINISTRATION

FY 2014 Budget Request: $14,000,000

Introduction

This section highlights the FY 2014 administrative request for the Institute's human capital management, financial and budget accountability, grants and acquisition management, and maintenance of the agency's information technology infrastructure.

Administrative Costs Overview

Personnel compensation and benefits account for approximately 65 percent of all administrative expenses, while the remaining 35 percent goes primarily to fixed costs such as rent, building security, required audits, and information technology and financial system requirements.

Administrative Highlights and Future Plans

Our agency remains committed to its fiscal responsibility. We have reduced administrative expenditures within our control and have a clear goal to maximize the value of the taxpayer dollar in carrying out the mission of IMLS.

The FY 2014 request includes $14 million for administrative activities. This funding level will ensure that IMLS can effectively review, distribute, monitor, evaluate, and share the results and best practices of our programs. Major areas supported by the administrative budget include staff salaries and benefits, GSA-leased space, grants management and technical assistance activities, financial accounting and reporting requirements, website and content management system improvements, and modernized information technology and cyber security activities.

Recent Administrative Highlights and Future Plans

Human Capital
In FY2012 IMLS received VSIP/VERA authority. IMLS used this authority to realign our organizational structure to match the priorities identified in the IMLS Strategic Plan 2012-2016.

Office Space
In FY2013 IMLS fully consolidated into reduced office space at our current location in Washington, DC, a reduction of approximately one-third of our previous space resulting in administrative savings throughout the remainder of our lease (through March 2015).

Travel
We conducted a comprehensive review of agency-related travel in FY 2011 and subsequently began reducing our costs with enhanced IT solutions. To minimize costs associated with our two annual conferences we continue to conduct cost analyses for identifying the host city. In addition, we revised and improved our internal travel policy to ensure that our travel is done in the most efficient manner while still meeting the agency's mission.

We continue to minimize travel for reviewers, using enhanced technology to conduct business remotely. We will continue this practice in FY 2014 while still maintaining the integrity of our high-quality grant portfolio.

Grants and Financial Management

IMLS continues to look for ways to increase our efficiency and automation of the grant-making process, including the adoption of an electronic grants management system. We remain actively involved in the newly created Financial Management Line of Business (FMLOB), managed by GSA, which now includes the requirements and activities that were previously under the Grants Management Line of Business (GMLOB). We anticipate continuing our successful partnership with the Federal Aviation Administration – Enterprise Services Center (FAA-ESC) for our accounting and financial reporting requirements. This partnership gives IMLS the numerous benefits that a shared service provider can offer, including reduced levels of costs and limited full-time employees.

In addition, IMLS continues its successful and cost-beneficial partnerships with
- Northrop Grumman and the Department of Transportation for E-travel services;
- GSA for the use of agency purchase and travel credit cards; and
- the Department of Interior – National Business Center for payroll services and indirect cost grant proposals.
- These partnerships result in cost savings and operational efficiencies, access to timely budgetary and financial reporting, and critical information necessary to make strategic agency and programmatic decisions.

Information Technology

The Office of the Chief Information Officer (OCIO) continues to keep the agency up to date with new technologies that improve the quality of the agency's work and the security of its network. Cyber security has been a primary focus for the IMLS OCIO, which is reconfiguring the network structure to prevent data loss and network breaches and continuing to assess and make improvements to the IT security program.

OCIO is exploring alternatives to the existing Integrated Services Digital Network-based landline telephone system, and will expand the use of SharePoint for intranet services and as a centralized repository for agency documents and communication, reducing printing costs and increasing efficiency.

Through intelligent and thoughtful management of IT resources and investments, and continuous improvements in the security of the Institute's IT infrastructure and processes, IMLS will better serve its workforce, stakeholders, and the American people.

Improved IMLS Website and Content Management System

IMLS publishes its grants on a publicly available database on its website. In addition, IMLS has begun to use social media and other strategies to enhance public participation. Welaunched an enhanced website using a content management system that allows the public to learn about agency investments in community institutions and find data and policy briefs on early learning, health, workforce, STEM learning, broadband, global awareness, and education support.

In developing its strategic plan, IMLS used IdeaScale, a social media platform, to engage citizen participation. More than 1,400 users participated by voting for their favorite ideas, adding new ideas, and commenting on ideas. The IMLS blog continues to be a source of "what works" in libraries and museums and amplifies the impact of individual grants. Recently, IMLS created a Facebook page and encouraged its 33 National Medals Finalists to ask the public to share stories on the IMLS website.

Administrative Request by Object Class Code

In FY 2014, the IMLS request for administrative costs is $14,000,000. Areas supported by this request are summarized below.

Table 3: IMLS History of Administration Costs: FY 2012 – FY2014 ($ in thousands)

Object Class	Description	FY 2012 Actual	FY 2013 CR	FY 2014 Request
11000/12000/13000	Personnel Compensation and Benefits	9,100	9,200	9,000
21000	Travel and Transportation of Persons	825	825	720
22000	Transportation of Things	25	20	20
23000	Rental of Space (Rent, Communications and Utilities), Equipment Rental, Telephone Services, Postage	2,000	1,750	1,550
24000	Printing and Reproduction	55	50	40
25000	Other Contractual Services	2,380	2,540	2,545
26000	Supplies and Materials	60	60	50
31000	Equipment	60	60	75
Total		**$14,505**	**$14,505**	**$14,000**

11000 Personnel Compensation
12000 Personnel Benefits
13000 Benefits for Former Personnel
Amount Requested: $9,000,000
These object classes fund the salaries and benefits of all employees, including full-time, part-time, temporary, and intermittent appointments (for example, the National Museum and Library Services Board [NMLSB]). To minimize personnel costs, the salary for the NMLSB will remain at $100/day. The personnel benefits provide estimated contributions toward employees' retirement, health, and life insurance plans, as well as costs for unemployment benefits and injuries sustained in the workplace. Additionally, costs associated with public transportation subsidies afforded to the agency's employees are included in this category. This request reflects the proposed federal pay increase of one percent in FY 2014. This funding request will provide for 69 FTE in 2014.

21000 Travel and Transportation of Persons
Amount Requested: $720,000
This object class supports travel for IMLS staff to conduct site visits to oversee IMLS grants, panel reviews for the discretionary grant programs, convenings for state data collection and Grants to States professional development activities, and staff presentations on IMLS programs. Travel funds also support the annual National Medals for Museum and Library Service as well two NMLSB meetings.

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

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

23000 Rent, Communications and Utilities, Rental of Space (Standard Level Usage Charge),
Equipment Rental, Telephone Services, Postage
Amount Requested: $1,550,000
This object class includes funding for the agency's office space through the General Services Agency (GSA); communication technology services, including data, voice, and cable services; equipment rental; rental of audiovisual equipment used in presentations at conference sessions and off-site meetings; and postage.

In FY 2013 IMLS fully consolidated into a reduced space at our GSA-leased building, lowering the monthly rental space costs.

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

25000 Other Contractual Services
Amount Requested: $2,545,000
This object class supports a wide range of contractual services that are not covered in any of the preceding categories. Included in this expense category are costs for
- the support, maintenance, and improvement of information technology systems, including cyber-security activities;
- partnerships and interagency agreements for financial management systems, accounting and reporting services, payroll processing, grant indirect cost proposals, building security, and other required government services;
- information technology support such as the IMLS Help Desk, State Program Reporting system, and maintenance of the General Supporting System for all agency operations;
- independent financial and IT-related audits;
- Grants Management Line of Business and Grants.gov related expenses;
- employee training;
- agency contracts for temporary personnel assistance; and
- honoraria for panelist and field reviewers for grant proposals and applications.

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

31000 Equipment
Amount Requested: $75,000
This object class supports all equipment, furniture, and office machines having a useful life in excess of one year, such as chairs, desks, file cabinets, IT equipment, and printers. It also includes routine upgrades to local area network hardware and software in order to accommodate upgrades in database management and financial data. The majority of anticipated equipment expenditures will be for technology renewal of office automation equipment, systems software, and furniture that would be more expensive to repair than replace. We intend 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 us to be responsive to and compliant with Administration directives and guidance and federal laws, to remain on the cutting edge of technology in delivering services, and to continue being efficient.

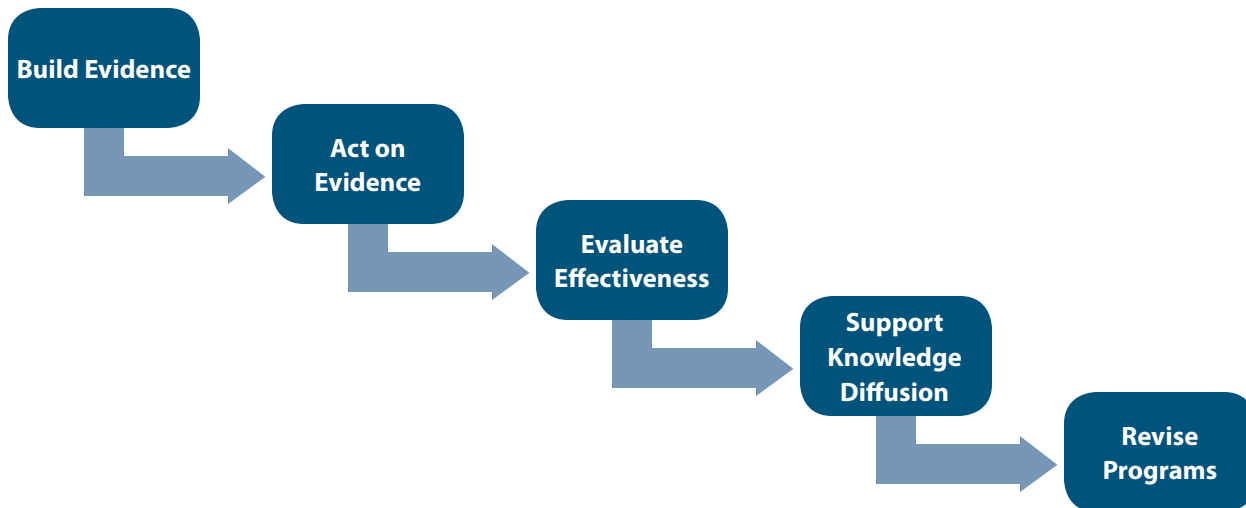*Total Administrative Services Request: $14,000,000*

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

FY 2014 Performance Plan

FY 2014 Performance Improvement Model

Step 1: Build Evidence

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

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

Step 2: Act on Evidence

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

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

In areas where greater evidence of effective practice is needed, IMLS is experimenting with making smaller challenge grants. In areas where effective practice is known, IMLS is encouraging applicants to align program efforts with these practices.

Step 3: Evaluate Effectiveness

For many years, IMLS worked to improve evaluation capacity in the field by providing general guidance materials broadly and technical assistance to individual grantees on a project-by-project basis. While many grantees found the technical assistance valuable, the strategy was not effective at documenting lessons learned for the field or in building a stronger community of practice for museum or library service evaluation.

The agency is now shifting its emphasis from project-level assessment to program-level performance assessment and is now monitoring efficiency and performance in its museum and library service grant programs. In addition to funding third-party program evaluations, IMLS is working with its grantees to develop more detailed program plans and assessment protocols.

Step 4: Support Knowledge Diffusion

IMLS recognizes that improving evaluation practices without communicating results does little to improve museum and library services. IMLS works to identify and create new, more effective knowledge-sharing opportunities. In its grant programs, IMLS requires all grantees to share findings through publicly accessible publications, conference presentations, journal articles and/or association websites. The agency is working to develop a new suite of performance reports that will collect more standardized data on project practices and outcomes and allow for greater comparison within and across grant programs. To improve access to research data IMLS has revised grant guidelines to require that all research grantees include data access plans.

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

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

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

Strategic Plan Update

The IMLS Strategic Plan 2012 – 2016 is a living document and provides the framework for the annual performance plan, with activities focused on the five strategic goals. We have included specific plans for high-priority activities in FY 2014.

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

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

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

In 2014, IMLS will
- establish funding priority to build stronger youth program in libraries and museums,
- support a library and museum pilot initiative to provide school readiness programming in communities with high concentrations of low-income children in non-structured day care, and
- continue to support national efforts to ensure that all Americans are digitally literate and competitive in the 21st century.

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

Healthy, thriving, sustainable communities need institutions that strengthen civic life, understand and respond to community needs, and provide common experiences that knit together diverse interests. Museums and libraries are community-based organizations that can serve as these anchor institutions. They connect people to information and ideas. They encourage the participation and dialogue that are crucial to creating a sense of place and strengthening the link between individuals and their communities. They are more than just safe places for community gathering; they provide a center for community vitality, a connecting point for community services, and a venue for cultural expression and lifelong learning.

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

In FY2012, the agency made several specific investments including a new partnership with the Local Initiative Support Corporation (LISC) and a grant to the American Library Association to improve librarians' capacity to serve as effective community conveners. We continue to sustain and enhance partnerships with other federal agencies.

In 2014, IMLS will support ongoing efforts with U.S. Citizenship and Immigration Services to streamline services for naturalization process using the infrastructure and capacity of libraries and pilot initiatives to model libraries and museums as leaders in solving community challenges

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

Access to museum and library collections helps to fuel innovation, inspire the development of new knowledge, and increase global understanding. Too many of the collections held in U.S. libraries and museums are at risk and in need of proper storage, emergency planning, and conservation treatment. IMLS is helping these institutions to digitize and share their collections and develop new standards and protocols to preserve and provide access to "born digital" data and objects.

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

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

In 2014, IMLS will support
• survey research and analysis to determine the impact of investments made in response to the national assessment of state of collections (2005 Heritage Health Index), with a full report to be issued in 2015, and
• initiatives that develop a common infrastructure for sharing and providing access to digital content.

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

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

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

In 2014, IMLS will continue to monitor the ability of all Americans to access free content through their local public library and support the development of systems to ensure that free access remains available

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

IMLS continues its commitment to improve administrative efficiencies and focus on its high-quality stewardship of public funds and outstanding public service:
- The Office of Communications and Government Affairs has increased its use of social media and other strategies and has increased interagency collaborations.
- The Office of Planning, Research and Evaluation collects evidence-based data to inform grant-making priorities.
- The Office of Strategic Partnerships identifies productive partnerships to strengthen IMLS impact and use taxpayer dollars wisely.

IMLS is proud of its ongoing exemplary stewardship of and accountability for federal funds. We strive to be a model agency in effective and efficient management, and have received accolades from our peers and congressional leaders on our management reforms.

In 2014, IMLS priorities will include the following:
- Implement the eGMS grants management system with the National Endowment for the Humanities (NEH) and National Endowment for the Arts (NEA) to streamline the grants cycle from start to finish.
- Implement an agency-wide training plan based on realignment of required competencies and 21st century workplace skills.
- Expand the sharing of grant information with the public, including applications, grant performance reporting, and post-award analysis of success in meeting grant objectives.

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

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

Library Services

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

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

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

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

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

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

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

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

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

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

Library Grants to States

SLAAs may use the appropriation for statewide initiatives and services for:

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

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

3. *(A) providing training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and infor-*

mation services; and (B) enhancing efforts to recruit future professionals to the field of library and information services;

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

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

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

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

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

Library Discretionary Grants

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

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

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

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

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

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

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

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

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

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

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

Museum Services

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

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

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

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

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

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

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

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

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

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

The National Museum of African American History and Culture Act

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

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

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

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

Museum Discretionary Programs

Program	Purpose
Museums for America	Build capacity, community engagement, or management and care of collections.
National Leadership Grants,	Develop innovative tools, partnerships, or other resources that impact multiple institutions and advance the museum profession.
Native American/Native Hawaiian Museum Services	Improve museum services for federally recognized tribes and organizations that serve Native Hawaiians.
Museum Grants for African American History and Culture	Build the capacity of African American museums through professional training and development.

Policy Research, Analysis, Data Collection, and Dissemination

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

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

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

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

4. *identify best practices; and*

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

IMLS provides reliable and objective data and analysis to inform policy decisions. It is a source of information about library and museum service trends, including analysis of market conditions that affect the

financial health of the museum and library sectors and research on emerging services. IMLS is committed to supporting highly diverse perspectives, methods, and researchers to advance museum and library and information services research.

Interagency Collaboration

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

The Director shall work jointly with the individuals heading relevant Federal departments and agencies, including the Secretary of Labor, the Secretary of Education, the Administrator of the Small Business Administration, the Chairman of the Federal Communications Commission, the Director of the National Science Foundation, the Secretary of Health and Human Services, the Secretary of State, the Administrator of the Environmental Protection Agency, the Secretary of the Interior, the Secretary of Housing and Urban Development, the Chairman of the National Endowment for the Arts, the Chairman of the National Endowment of the Humanities, and the Director of the Office of Management and Budget, or the designees of such individuals, on

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

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

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

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