



INSTITUTE of
Museum and Library
SERVICES

2010

Museums for America

Grant Program Guidelines
CFDA No. 45.301

Application Deadline: November 2, 2009

*Applicants must apply through Grants.gov
(see www.ims.gov/grantsgov for more information).*

FOR MORE INFORMATION, CALL OR WRITE:

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IMLS will provide visually impaired or learning-disabled persons with an audio recording of this publication or any other grant publication upon request.

Office of Management and Budget Clearance Numbers

Guidelines: OMB No. 3137-0029 Expiration Date 7/31/2010
Forms: OMB No. 3137-0071; Expiration Date: 7/31/2010

Burden Estimates and Request for Public Comments

Public reporting burden for the collection of information per the guidelines' instruction is estimated to average 40 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Institute of Museum and Library Services at the address above; and to the Office of Management and Budget, Paperwork Reduction Project (3137-0029), Washington, DC 20503.

Public reporting burden is estimated to average 15 minutes per response for the Program Information Sheet, and 3 hours per response for the Detailed Budget and Summary Budget, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Institute of Museum and Library Services, Chief Information Officer, 1800 M Street, NW, 9th Floor, Washington, DC 20036-5802, and to the Office of Management and Budget, Paperwork Reduction Project (3137-0071), Washington, DC 20503.

IMLS programs do not discriminate on the basis of race, color, national origin, sex, disability, or age. For further information, write to the Civil Rights Officer, Institute of Museum and Library Services, 1800 M Street, NW, 9th Floor, Washington, DC 20036-5802.

DEAR COLLEAGUES

For the past six years, the Institute of Museum and Library Services (IMLS) has supported institutions across the country through its largest museum grant program, Museums for America (MFA). MFA grants help institutions make critical connections with the populations they serve.

MFA grants benefit museums of all sizes and are awarded in three broad categories – Engaging Communities, Building Institutional Capacity, and Collections Stewardship – which give applicants the flexibility to mold their projects to best fit their needs and goals. Applicants must demonstrate the proposed grant activities are clearly linked to their institution’s strategic plan and enhance the museum’s ties and value to its community. While we invite proposals for specific projects, we also ask that applicants show how their proposed activities are an investment in the museum’s long-term goals.

IMLS takes great pride in supporting the work that MFA grantees have accomplished, and we expect this year’s MFA grant recipients will inspire and educate other museum professionals, just as their predecessors have in years past. So I encourage you to read these guidelines, speak with IMLS staff, and apply for funding. I also invite you to contact IMLS or visit our website (www.ims.gov) if you are interested in becoming a peer reviewer. The expertise you bring is invaluable to this process, and we are always looking for new and fresh perspectives. We at the Institute are looking forward to working with you.

Sincerely,

A handwritten signature in blue ink that reads "Anne-Imelda M. Radice". The signature is written in a cursive, flowing style.

Anne-Imelda M. Radice, PhD
Director

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SECTION 1:
GENERAL INFORMATION

ABOUT THE INSTITUTE OF MUSEUM AND LIBRARY SERVICES

The Institute of Museum and Library Services is the primary source of federal support for the nation's 123,000 libraries and 17,500 museums. The Institute's mission is to 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; and support professional development. To learn more about the Institute, please visit www.ims.gov.

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

Museums and libraries are America's leading public institutions, making knowledge available to millions at little or no cost. As public institutions they must meet a very high threshold of mission accountability and use resources wisely for public good.

Through grants and information resources, we annually reach thousands of museums and libraries in myriad ways—from providing much-needed technical assistance for small institutions to establishing national and replicable models, strengthening state networks, and supporting professional development. To aid institutions in program design, we also provide tools for strategic planning and evaluation. Funding from the Institute helps museums and libraries operate effectively and give value to their communities. It also leverages additional public and private support.

Collecting and disseminating results from funded projects, engaging in research, and publishing reports enables the Institute of Museum and Library Services to make a significant contribution to library, museum, and information policy and practice in the United States.

ABOUT MUSEUMS FOR AMERICA

The Institute of Museum and Library Services administers a variety of grant programs that advance the value of museums and libraries as critical resources for a nation of learners. Museums for America (MFA) is the largest grant program for museums at IMLS, providing more than \$19 million to support the role of museums in American society. The goal of MFA is to strengthen the ability of a museum to serve the public more effectively by supporting high-priority activities that advance the institution's mission and strategic goals. Applicants can apply for projects in one of the following three categories:

- Engaging Communities (Education, Exhibitions, and Interpretation)
- Building Institutional Capacity (Management, Policy, and Training)
- Collections Stewardship (Management of Collections)

Fiscal year (FY) 2010 MFA funding will support projects and activities that strengthen museums as active resources for lifelong learning and as important institutions in the establishment of livable communities. MFA grants can fund either new or ongoing museum activities and programs, such as improvement of institutional infrastructure; planning; management of collections, public access, professional development, purchase of equipment or services; research and scholarship; public programming and exhibitions, training, or efforts of museums to upgrade and integrate new technologies into their overall institutional effectiveness.

Outcomes-Based Planning and Evaluation (OBPE)

IMLS encourages the use of an approach called outcomes-based planning and evaluation (OBPE) when it is appropriate for the type of project to be conducted. Any project that identifies learning or education for any audience among its goals should plan to measure representative outcomes for that aspect of its work. Information about evaluation is available on the IMLS Web site at www.ims.gov/applicants/obe.shtm or on request from IMLS. IMLS encourages applicants to consider participating in Shaping Outcomes, a Web-based course for which information is available at www.shapingoutcomes.org, or a similar learning experience in advance of application. Such programs are intended to help planners refine their purposes and evaluation plans.

Museums and Libraries Engaging America's Youth

Museums and libraries have a rich array of resources—collections, staff, programs—that engage youth by inspiring curiosity and fostering learning. These cultural institutions also provide safe and welcoming environments for kids. Libraries and museums are essential community partners that have a significant role to play in helping youth succeed in school, work, and life. Through its *Museums and Libraries Engaging America's Youth* initiative, the Institute looked back at the youth-oriented programs it funded to examine what works and to share effective practices. A convening of practitioners, educators, and informal learning experts looked at elements of successful programs – such as positive environment, institutional support, professional development, and evaluation—and how museums and libraries can enhance their role as community partners. If you are applying for a Museums for America grant for a program that involves youth, please see these publications for tips and recommendations in designing effective programs, as well as for valuable resources and bibliography.

Youth Resources (available at www.ims.gov/youth)

The **Final Report** shares the results of the year-long study on the impact of IMLS grants (1998-2003) through programs that served youth aged 9-19. Nearly 400 museum and library programs were surveyed about their goals, strategies, content, audience, and structure, as well as about their impact, effectiveness, and outcomes.

The **Practitioner's Guide** provides practitioners with the information needed for planning and implementing effective youth programs. It includes a variety of resources and references to critical works that have been gathered from the fields of youth and community development, education, and informal learning.

Museums and Libraries Strengthen 21st Century Skills

IMLS published *Museums and Libraries and 21st Century Skills*, a policy report and assessment tool to advance the role of libraries and museums in the development of such 21st century skills as information, communications, and technology literacy, creativity and problem solving, civic literacy, and global awareness. The report establishes the essential role libraries and museums play in creating an engaged citizenry and competitive workforce.

The report provides a framework for assessing readiness to deliver 21st century skills, case studies, and resources to help public libraries and museums work with their communities to identify and integrate 21st century skills into their programs. Museums for America applicants will find this tool useful in program development for a wide range of projects. IMLS welcomes proposals that promote the skills necessary to develop 21st century communities, citizens, and workers. The full report is available at www.ims.gov/pdf/21stCenturySkills.pdf

INSTITUTIONAL ELIGIBILITY

All types of museums, large and small, are eligible for funding. Eligible museums include aquariums, arboretums and botanical gardens, art museums, youth museums, general museums, historic houses and sites, history museums, nature centers, natural history and anthropology museums, planetariums, science and technology centers, specialized museums, and zoological parks. Federally operated and for-profit museums may not apply for IMLS funds. An eligible applicant must be:

- either a unit of state or local government or a private not-for-profit organization that has tax-exempt status under the Internal Revenue Code;
- located in one of the fifty states of the United States of America, the District of Columbia, the Commonwealth of Puerto Rico, Guam, American Samoa, the Virgin Islands, the Commonwealth of the Northern Mariana Islands, the Republic of the Marshall Islands, the Federated States of Micronesia, or the Republic of Palau; and
- a museum that, using a professional staff, (1) is organized on a permanent basis for essentially educational or aesthetic purposes; (2) owns or uses tangible objects, either animate or inanimate; (3) cares for these objects; and (4) exhibits these objects to the general public on a regular basis through facilities which it owns or operates.

An organization uses a professional staff if it employs at least one professional staff member, or the fulltime equivalent, whether paid or unpaid primarily engaged in the acquisition, care, or exhibition to the public of objects owned or used by the institution.

An organization “exhibits objects to the general public” if such exhibition is a primary purpose of the institution. Further, an organization which exhibits objects to the general public for at least 120 days a year shall be deemed to exhibit objects to the general public on a regular basis. An organization which exhibits objects by appointment may meet the requirement to exhibit objects to the general public on a regular basis, if it can establish, in light of the facts under all the relevant circumstances, that this method of exhibition does not unreasonably restrict the accessibility of the institution's exhibits to the general public. Please note that an organization which does not have as a primary purpose the exhibition of objects to the general public, but which can demonstrate that it exhibits objects to the general public on a regular basis as a significant, separate, distinct, and continuing portion of its activities, and that it otherwise meets the museum eligibility requirements, may be determined to be eligible as a museum under these guidelines.

A museum located within a parent organization that is a state or local government or multipurpose non-profit entity, such as a municipality, university, historical society, foundation, or a cultural center, may apply on its own behalf, if the museum: (1) is able to independently fulfill all the eligibility requirements listed above; (2) functions as a discrete unit within the parent organization; (3) has its own fully segregated and itemized operating budget; and (4) has the authority to make the application on its own. When any of the last three conditions cannot be met, a museum may apply through its parent organization.

Prospective applicants that cannot fulfill all of these requirements should contact IMLS to discuss their eligibility before applying. IMLS may require additional supporting documentation from the applicant to determine the museum's autonomy. Each eligible applicant within a single parent organization should clearly delineate its own programs and operations in the application

narrative. A parent organization that controls multiple museums that are not autonomous but which are otherwise eligible may submit only one application per grant program; the application may be submitted by the parent organization on behalf of one or more of the eligible museums.

CATEGORIES OF FUNDING

MFA strengthens the ability of a museum to serve the public more effectively by supporting high-priority activities that advance the institution's mission and strategic goals. All eligible institutions may apply for projects in the following categories:

- Engaging Communities (Education, Exhibitions, and Interpretation)
- Building Institutional Capacity (Management, Policy, and Training)
- Collections Stewardship (Management of Collections)

Engaging Communities (Education, Exhibitions, and Interpretation)

This category encompasses the broadest range possible of educational activities by which museums share collections, content, and knowledge to support learning.

Projects may include, but are not limited to, the following:

- Classes and presentations
- Creation of digital content for programmatic purposes
- Curricula development
- Exhibition design/fabrication
- Exhibition development/implementation
- Integration of technology
- Interpretive strategies
- Programming and education for
 - Adults
 - Families
 - Underserved communities
 - Youth (pre-K through grade 12)
- Public programs
- Publications
- Research for program/exhibit development
- Web site content and design

Building Institutional Capacity (Management, Policy, and Training)

This category supports projects and activities that serve to improve the infrastructure of museums to better serve their communities.

Projects may include, but are not limited to, the following:

- Financial management
- Personnel administration
- Planning (institutional, maintenance, emergency/disaster)
- Policy development
- Staff training and development
- Technology enhancements

Collections Stewardship (Management of Collections)

This category supports all activities that museums undertake to maintain and improve the management of museum collections in order to fulfill the museum's public service mission.

Projects may include, but are not limited to, the following:

- Collections planning
- Collections security and safety
- Database development/enhancements
- Digitization of collections
- Mapping for living plant collections (not to include surveys)
- Registration/cataloguing
- Research/documentation
- Risk assessment

Note: Some collections-care activities may be more appropriate for the Conservation Project Support program rather than MFA. Please refer to www.ims.gov/applicants/grants/pdf/CollectionsCare.pdf for a list of collections care activities with corresponding program eligibility.

PARTNERSHIPS

While they are not required, IMLS encourages partnerships that are large enough to address the broadest possible needs. An application may include one or more partners. The lead applicant in a partnership must be eligible to apply as an individual entity, and all members of a partnership should be active contributors to and beneficiaries of project activities.

The members of the partnership shall designate one member of the partnership to apply for the grant. Any group application must contain a Partnership Statement that details the activities that each member of the partnership plans to perform and binds each member of the partnership to every statement and all assurances made by the applicant in the application. The applicant shall submit the Partnership Statement with the application.

By submitting the Partnership Statement with the application, the applicant affirms that (1) the partner is available and has agreed to participate, and (2) the Partnership Statement is true, complete, and accurate to the best of the applicant's authorized representative's knowledge. The applicant will ensure that each partner also provides a signed original version of the Partnership Statement to the applicant, and that this form will be made available to IMLS upon request.

If IMLS makes a grant to a partnership, the lead applicant for the partnership is the grantee and is legally responsible for the use of all grant funds and for ensuring that the project is carried out by the partnership in accordance with the terms of the grant and all applicable federal laws, regulations, and requirements. The lead applicant must be the fiscal agent, but may subcontract with partners for other specific activities or services. Each member of the partnership is legally responsible for carrying out the activities it agrees to perform and using the funds it receives in accordance with the terms of the grant and all applicable federal laws, regulations, and requirements.

DATA UNIVERSAL NUMBERING SYSTEM (DUNS), TAXPAYER IDENTIFICATION NUMBER (TIN), AND EMPLOYER IDENTIFICATION NUMBER (EIN)

To improve the statistical reporting of federal grants and cooperative agreements, the Office of Management and Budget (OMB) has directed all federal agencies to require all applicants for federal grants to provide a Dun and Bradstreet Data Universal Numbering System (DUNS) number when applying for federal grants or cooperative agreements on or after October 1, 2003.

Organizations should verify that they have a DUNS number or take steps to obtain one. Organizations can receive a DUNS number at no cost by calling the dedicated toll-free DUNS number request line at 1-866-705-5711 or by visiting www.dnb.com/us. Individuals who would personally receive a grant or cooperative agreement award from the federal government apart from any business or nonprofit organization they may operate are exempt from this requirement.

The Taxpayer Identification Number (TIN) is an identification number used by the Internal Revenue Service (IRS) in the administration of tax laws. It is issued either by the Social Security Administration (SSA) or by the IRS. A Social Security number is issued by the SSA, whereas all other TINs are issued by the IRS. An Employer Identification Number (EIN), also known as a federal tax identification number, is a nine-digit number that the IRS assigns to business entities. The IRS uses this number to identify taxpayers that are required to file various business tax returns.

If an organization does not have DUNS and TIN numbers, its application will be rejected.

AWARD INFORMATION

MFA grants range from \$5,000 to \$150,000. Project activities supported by these grants may be carried out for up to three years.

Cost sharing

A 1:1 cost share is required for MFA grants. Refer to page 16 for more information on cost sharing requirements.

Project Start Date

Projects may begin no earlier than August 1 and no later than November 1, 2010. Projects must begin on the first day of the month and end on the last day of the month.

Use of Funds

Allowable Expenses include such items as

- Project personnel, contract, or in-house staff time necessary for the proper and efficient execution of the project
- Project consultants and their travel
- Costs related to planning and maintenance of project partnerships
- Purchase of equipment, materials, supplies, or services
- Staff training
- Program development and implementation
- Exhibition design and fabrication
- Integration of technology into exhibition or educational programs
- Costs associated with evaluation of grant programs or activities
- Research
- Planning and policy development
- Publications
- Indirect or overhead costs
- Activities aimed at achieving intellectual control over the collection, including: inventory, daily maintenance, registration, planning, and cataloguing

All proposed expenses must be justified in the application budget.

Unallowable Expenses include such items as

- Collection conservation activities including the purchase of storage equipment (shelving, cabinets), installation of HVAC systems, treatment of objects/specimens, or collections surveys (*Note: For these activities, please review the IMLS Conservation Project Support Guidelines regarding possible eligibility.*)
- General museum fundraising costs, such as development office staff or other staff time devoted to general fundraising
- General advertising or public relations costs designed solely to promote the organization and not a specific project

- Construction and renovation of museum facilities. (Generally any activity involving contract labor in the construction trades is not an allowable cost.)
- Exhibit fabrication that includes creation of large-scale permanent structures for animals or objects that would involve contract labor of the construction trades. (*Note:* Applicants with questions about the eligibility of exhibition activities should call IMLS staff immediately.)
- Acquisition of collections
- Contributions to endowments
- Social activities, ceremonies, receptions, or entertainment
- Pre-grant costs

Cost Sharing

Project costs must be matched 1:1 through cost share by the applicant. Applicants must provide at least half of the total cost of the project from nonfederal sources. These costs may be supported by the grantee's cash outlays, including cash contributions from third parties that are used to support project costs, the value of the grantee's contributions of property and services to the project, and third-party in-kind contributions that are used to support project activities. IMLS encourages applicants to contribute as cost sharing the salaries of any permanent staff to be employed on a project in proportion to the amount of time they will spend on the project. If IMLS funding is requested for salaries of permanent staff, the proposal should explain how their regular duties will be performed during the grant period. Unallowable expenses cannot be used as cost sharing.

IMLS strongly encourages applicants to seek third-party donations of cash, equipment, and services. If any funds are to be contributed as cost share by sources other than the applicant or its official partners, the applicant must identify whether the commitment of funds is assured or pending. If the funds are assured, the applicant should include a letter from the source affirming its commitment. If the funds are not assured, the applicant should describe the plan for meeting the promised cost share from other sources in the event that the pending funds are not received. All revenues generated with project funds during the grant period must be reported as program income and should be applied to the grant recipient's cost sharing. All listed expenses, including all cost sharing, must be incurred during the grant period. IMLS and government-wide uniform administrative and cost rules and requirements apply, including appropriate OMB circulars.

Copyright/Work Products

IMLS requires acknowledgment of IMLS assistance in all publications and other products resulting from the project. Products should be distributed for free or at cost unless the recipient has received written approval from IMLS for another arrangement. With written permission, the recipient may copyright any work that is subject to copyright and was developed under an award or for which ownership was purchased. IMLS reserves, for federal government purposes, a royalty-free, worldwide, nonexclusive, and irrevocable license to reproduce, publish, or otherwise use the work and authorize others to reproduce, publish, or otherwise use the work. IMLS requires that grantees provide three copies of any products produced with IMLS funds to IMLS with their final reports.

Project Evaluation

At the end of the project all grantees are required to submit a final performance report that documents project goals and project design, and that provides an analysis of the project. The report requires quantitative information on project activities and audiences reached. It also requires quantitative and qualitative data that documents project achievements, summarizes lessons learned, and documents outcomes (changes in individual's knowledge, skills, attitudes, behaviors, etc.) and, if applicable, large-scale or long-term results that affect one or more institutions, communities, or fields.

Applicants should include information in the application narrative that demonstrates that the project plan and evaluation design will enable the grantee to provide the data and analysis necessary to meet the requirements of the final report. See the final report form at www.imls.gov/docs/rptInstructions.doc and a glossary of key reporting terms at www.imls.gov/pdf/Glossary.pdf.

IMLS encourages applicants to consider participating in *Shaping Outcomes*, a Web-based course for which information is available at www.shapingoutcomes.org, or a similar learning experience in advance of application. Such programs are intended to help planners refine their purposes and evaluation plans.

All applicants are expected to include the costs of evaluation, reporting, and dissemination in their project budget. Associated costs may be for consultants or staff, development of instruments, information collection, and analysis. Any of these may be budgeted as direct costs or cost share.

Announcement of Awards

No information about the status of an application will be released until the applications have been reviewed and all deliberations are concluded. IMLS will notify applicants of final decisions in late July 2010, with projects to begin no earlier than August 1, 2010.

APPLICATION REVIEW PROCESS

IMLS staff determines whether an applicant is eligible and whether an application is complete. If an applicant is determined to be ineligible as an official applicant, the applicant is rejected without evaluation (see “Institutional Eligibility”), and notified by IMLS. Applicants are encouraged to call IMLS Senior Program Officers Sandra Narva or Steven Shwartzman prior to submission of their proposals to discuss their applications.

All eligible and complete applications for MFA grants are evaluated by peer review. Reviewers have professional experience in museum administration, education, exhibition, development, and collections care. The IMLS Director makes the final funding decisions on the basis of the peer evaluations and the appropriateness of the projects to the goals of the MFA Grant program and the overall goals of IMLS.

GUIDANCE FOR PROJECTS THAT DEVELOP DIGITAL PRODUCTS

Information to Include in Application

In the application narrative, include a description of the subject matter and its significance, including relationships to related digital content. Explain how the material to be included in the project was or will be selected. Describe the additional value that any digital conversion or repurposing will bring to the materials, such as enabling innovative new uses or attracting new audiences. Describe how potential users will discover any new digital material. This application also includes a form, *Specifications for Projects That Develop Digital Products*, which must be completed and submitted with the application.

Interoperability

Project design should demonstrate the use of existing standards and best practices for digital material where applicable; project products should be interoperable with other digital content. Grantees creating digital collections are expected to participate in the IMLS Digital Collections Registry, currently operated by the University of Illinois at Urbana Champaign. The Grainger Library has created a registry and a metadata repository of collections digitized with IMLS funding. (See the project site at <http://imlsdcc.grainger.uiuc.edu>).

Digitization Plans

Projects that include digital conversion are strongly encouraged to develop a digitization plan before writing the grant application, and to include a copy of the plan as an appendix to the application.

Resources for Digital Projects

IMLS has published *A Framework of Guidance for Building Good Digital Collections* as a resource for applicants planning a digital project. Now maintained by the National Information Standards Organization and available at framework.niso.org, this document contains links to many Web sites with useful information for planning and implementing digital projects. IMLS offers a wealth of information, including lists of digital projects funded, at the Digital Corner on the IMLS Web site at www.imls.gov/about/digitalcorner.asp

The following list of resources will help applicants learn more about digital projects; it is neither complete nor an endorsement of any particular resource.

Training

Many universities, organizations, and businesses provide training in digitization and related topics. The following are examples only—check the general resource lists above for leads to more training opportunities and the topic lists below for training resources in specific subject areas.

- www.library.cornell.edu/preservation/tutorial/contents.html
Moving Theory into Practice: Digital Imaging Tutorial, by Cornell University Department of Preservation and Collections Maintenance.
- www.solinet.net/digital_services/ds_tmpl.cfm?doc_id=2506
SOLINET (Southeastern Library Network) offers training in digital imaging, copyright, digital preservation, and other related topics.

- www.oclc.org/education/workshops/default.htm
 OCLC (Online Computer Library Center) provides seminars, workshops, and online training in digital projects, preservation, copyright, and other topics related to digitization.

General

- www.cdpheritage.org/digital
 The Collaborative Digitization Program's Web site (born as the Colorado Digitization Project) has a site devoted to resources that includes information about copyright, metadata, digitization standards, audio materials, and administrative concerns.
- <http://memory.loc.gov/ammem/ftpfiles.html>
Building Digital Collections: Technical Information and Background Papers—Library of Congress American Memory Project.
- www.archives.gov/preservation/technical/guidelines.html
Technical Guidelines for Digitizing Archival Materials for Electronic Access: Creation of Production Master Files—Raster Images by Steven Puglia, Jeffrey Reed, and Erin Rhodes, U.S. National Archives.
- <http://library.amnh.org/diglib/index.html>
 The American Museum of Natural History's Digital Library Project Web site has information on and links to resources on many topics, such as planning, standards, and digital resources management.
- <http://sunsite.berkeley.edu/imaging>
Digitizing Images and Text The Berkeley Digital Library portal links to resources on digitization projects, resources, and tools.
- www.mainememory.net
 The Maine Memory Network provides guidance and resources for its contributing cultural institutions such as libraries, museums, archives, and historical societies.
- <http://images.library.uiuc.edu/resources/links.htm>
 University of Illinois at Urbana Champaign, Digital Imaging and Media Technology Initiative provides resources about many topics, including a listing of current imaging programs, organizations, and committees.
- www.chin.gc.ca/English/index.html
 The Canadian Heritage Information Network has information on creating and managing digital content.
- www.nedcc.org/oldnedccsite/digital/dman.pdf
Handbook for Digital Projects: A Management Tool for Preservation and Access—This Northeast Document Conservation Center site offers nine chapters of a handbook on project management, scanning, copyright issues, technical topics, best practices, vendor relations, and longevity. Includes many links to related sites.
- www.diglib.org/publications.htm
 The Digital Library Federation has publications on a range of topics, including digital image management and preservation.
- www.rlg.org/en/page.php?Page_ID=12081
 The Research Library Group's *DigiNews*, a bimonthly Web-based newsletter.
- <http://lists.mdch.org/bin/listinfo/digistates>
 DigiStates online discussion list for people working on collaborative statewide projects for the digitization of cultural heritage resources.

Metadata

- www.niso.org/standards/resources/Metadata_Demystified.pdf
Metadata Demystified, by Amy Brand, Frank Daly, and Barbara Meyers (Sheridan Press and NISO Press, 2003).
- www.getty.edu/research/conducting_research/standards/intrometadata
Introduction to Metadata: Pathways to Information, edited by Murtha Baca, (Getty Research Institute, 2000).
- http://www.rlg.org/en/page.php?Page_ID=214
The Research Library Group's *Descriptive Metadata Guidelines for RLG Cultural Materials*
- <http://oai-best.comm.nsdlib.org/cgi-bin/wiki.pl?TableOfContents>
Digital Library Federation/National Science Digital Library *Best Practices for OAI Data Provider Implementations and Shareable Metadata*
- www.utah.edu/cpbmetadata/PBCore
BCore: Public Broadcasting Metadata Dictionary for public broadcasters' television, radio, and Web activities.

Preservation of Digital Material

- www.library.cornell.edu/iris/tutorial/dpm
Digital Preservation Tutorial by Cornell University Department of Preservation and Collections Maintenance.
- www.dlib.org
D-Lib Magazine has many articles on preservation of digital materials.

Intellectual Property

- www.umuc.edu/distance/odell/cip
Center for Intellectual Property and Copyright in the Digital Environment by the Office of Distance Education and Lifelong Learning at the University of Maryland University College
- www.iupui.edu/~copyinfo
Copyright Management Center (CMC) Indiana University—Purdue University Indianapolis.

Universal Access

- www.w3.org/WAI
The World Wide Web Consortium's guidance and resources on Web accessibility for people with disabilities.
- <http://trace.wisc.edu/world/web>
Designing More Usable Web Sites—The Trace Center presents resources on universally accessible Web guidelines, compliance with Section 508, and forums for discussing accessibility issues.
- <http://webaim.org>
WebAIM is a non-profit organization within the Center for Persons with Disabilities at Utah State University.

**SECTION 2: PREPARING AND
SUBMITTING AN APPLICATION**

GRANTS.GOV INFORMATION AND INSTRUCTIONS

Organizations that are applying under the November 2, 2009, deadline for the Museums for America grant program must submit their applications through Grants.gov, the federal government's online application system. The Grants.gov system will accept applications through 11:59 P.M. Eastern Time on November 2, 2009.

All applicants who are using Grants.gov must register with Grants.gov before submitting their application. **While the deadline is November 2, 2009, IMLS recommends strongly that applicants REGISTER EARLY and COMPLETE AND SUBMIT THEIR APPLICATION EARLY.** The multi-step registration process generally cannot be completed in a single day. Applicants who are not already registered should allow at least two weeks to complete this one-time process. **DO NOT WAIT UNTIL THE WEEK OF THE APPLICATION DEADLINE TO REGISTER.**

Find Grant Opportunities

www.grants.gov/applicants/find_grant_opportunities.jsp

- **Search opportunities**
 - Basic search
 - Browse by category
 - Browse by agency
 - Advanced search

- **Email subscription**
 - All grants
 - Advanced criteria
 - Specific Funding Opportunity Number (FON)
 - Unsubscribe

Get Registered

www.grants.gov/applicants/get_registered.jsp

- **Step 1: Register your organization**
 - Request a DUNS number
 - Register with CCR
 - Organization registration checklist

- **Step 2: Register yourself as an Authorized Organization Representative (AOR)**

- **Step 3: Get authorized as an AOR by your organization**

Apply for Grants

www.grants.gov/applicants/apply_for_grants.jsp

Step 1: Download a grant application package

**Use one of the following identifiers to locate the
Museums for America package:
CFDA No: 45.301
Funding Opportunity Number: MFA- FY10**

IMLS applicants must download two packages to get all of the necessary forms and instructions:

1. *Download Application Instructions:* This package contains the grant application guidelines (which include instructions for completing the application) and the IMLS forms for budget, program information, and any others related to this specific program.
2. *Download Application Package:* This package has the face sheet (SF-424s, "Application for Federal Domestic Assistance/Short Organizational Form"), Abstract, and the Attachments form.

Step 2: Complete the grant application package

Step 3: Submit the completed grant application package

Important deadline information: Applications must be received by 11:59 p.m. Eastern time on November 2, 2009 in the Grants.gov system. Within 48 hours of submitting a grant application, applicants will receive two email messages from Grants.gov:

- The first will confirm receipt of the application by the Grants.gov system.
- The second will indicate that the application has either been successfully validated by the system prior to transmission to the grantor agency OR has been rejected due to errors.

Only applications validated by the Grants.gov system will be available to IMLS for the grant review process.

Applicants are encouraged not to wait until the final hours prior to the deadline to submit their applications. Submitting early may enable an applicant to deal with unexpected problems.

Step 4: Track the status of a submitted grant application package

Grants.gov Help

For direct assistance with Grants.gov, contact the Grants.gov Help Desk via e-mail at support@grants.gov, or call them at 1-800-518-4726 from 7:00 A.M. to 9:00 P.M. Eastern time, Monday through Friday.

The Grants.gov help desk will assign a case number to each inquiry. This number only documents the inquiry to the help desk and is in no way related to the tracking number that Grants.gov will assign an application once it has been successfully submitted.

Help is also available on the Grants.gov website: www.grants.gov/help/help.jsp

- User manual for applicants: www.grants.gov/assets/GDG_AppUserGuide_0207.pdf
- Frequently asked questions (FAQs): www.grants.gov/help/faq.jsp
 - General FAQs
 - Applicant FAQs
 - Submit application FAQs
 - Adobe Acrobat Reader FAQs
- How to convert documents to PDF: www.ims.gov/pdf/PDFConversion.pdf
- Download Adobe Acrobat software: Step 3 in www.grants.gov/applicants/apply_for_grants.jsp
- Glossary: www.grants.gov/help/glossary.jsp
- DUNS Help: <http://fedgov.dnb.com/webform>
- DUNS FAQs: <http://fedgov.dnb.com/webform/displayFAQPage.do>
- CCR help:
 - Central Contractor Registration Handbook: www.ccr.gov/doc/CCR_Handbook.pdf
 - CCR FAQs: www.ccr.gov/FAQ.aspx

NOTE: Once an organization has registered with the CCR, the registration must be renewed each year. Go to: www.ccr.gov/Renew.aspx.

PREPARING AN APPLICATION

Application Components

An application requesting funding from the MFA grant program must include the materials listed below. Each component is in one of the following formats:

- **Grants.gov form:** These forms are available only in the package downloaded from Grants.gov. Applicants will need the Adobe Acrobat Reader to fill out these forms.
- **IMLS form:** These forms are available in both Microsoft Word document and Fill-in PDF formats, and are located in both the downloaded Grants.gov file and the IMLS Web site. While the Word versions of the forms are provided for convenience, please note that **completed forms must be submitted as PDF's**. For assistance in converting documents to PDF, visit www.imls.gov/pdf/PDFConversion.pdf.
- **Text document:** Applicants should create these documents using their own word processing or other software. Again, they **must be attached to the application as PDF's**.

Component:	Format:
1. Face sheet: the Application for Federal Domestic Assistance/Short Organizational Form (SF-424S)	Grants.gov form
2. Abstract	Grants.gov form
3. Program Information Sheet	IMLS form
4. Narrative (not to exceed 7 pages)	Text document
5. Detailed Budget, replicated for each year of the project	IMLS form
6. Summary Budget	IMLS form
7. Budget Justification, a narrative of up to 2 pages to describe expenses as listed in the budget forms	Text document
8. Explanation of budget surplus or deficit	Text document
9. Copy of strategic plan summary	Text document
10. Schedule of Completion	Text document
11. Exhibition Summary (if applicable)	Text document
12. Partnership Statement (if applicable)	IMLS form
13. Specifications for projects that develop digital products (if applicable)	IMLS form
14. List of key project staff and consultants and brief (no more than 2 pages per person) resumes for key project personnel	Text document
15. Letters of commitment (if applicable)	Text document
16. Statement of purpose/mission statement and history	Text document
17. Proof of nonprofit status	Text document
18. Current federally negotiated rate for indirect costs (if applicable)	Text document
19. Supporting documentation (not to exceed 20 pages)	Text document

Attachments: Naming the Files and their Sequence

The IMLS forms, text documents, and other documents that are part of the application must each be saved as a PDF that is named according to the list below. **Note:** IMLS will not convert files for applicants and will not accept file formats other than PDF. For assistance in converting documents to PDF, visit www.imls.gov/pdf/PDFConversion.pdf. Also, please do not send secured PDF's because IMLS cannot process these files.

Append all of the documents to the Attachments Form in the prescribed sequence. If there are more attachments than will fit on one Attachments Form, please use the Optional Attachments Form for the remaining ones, following the same naming convention.

The Face Sheet (SF 424S) and the Abstract are Grants.gov forms that will automatically be saved as PDFs. See page 30 for further instructions on how to compose and submit the Abstract. The table below is for all of the other application components that are appended to the Attachment form.

Document	File name to use	Attach in this order
Program Information Sheet	Programinfo.pdf	1
Narrative	Narrative.pdf	2
Detailed budget form [by year, as appropriate]	Detailedbudget year1.pdf Detailedbudget year2.pdf Detailedbudget year3.pdf	3a 3b 3c
Summary budget form	Summarybudget.pdf	4
Budget justification	Budgetjustification.pdf	5
Surplus/Deficit explanation	Surplusdeficit.pdf	6
Strategic plan summary	Strategicplan.pdf	7
Schedule of completion	Scheduleofcompletion.pdf	8
Exhibition summary	Exhibitionssummary.pdf	9
Partnership statement [named, as per instructions]	PartnerName1.pdf PartnerName2.pdf PartnerName3.pdf	10a 10b 10c
Specifications for digital products	Digitalproducts.pdf	11
Project staff and resumes	Projectstaff.pdf	12
Letters of Commitment	LetterOfCommitment1.pdf LetterOfCommitment2.pdf	13a 13b
Institutional Statement of Purpose/Mission	Statementofpurpose.pdf	14
Proof of nonprofit status	Proofofnonprofit.pdf	15
Indirect Cost Rate form	Indirectcostrate.pdf	16
Supporting documents [numbered, as appropriate]	Supportingdocument1.pdf Supportingdocument2.pdf Supportingdocument3.pdf etc.	17a 17b 17c etc.

SF-424s

The IMLS Face Sheet is the equivalent of the “Application for Federal Domestic Assistance/Short Organizational Form (SF-424s)” on Grants.gov.

Items 1 – 4 are automatically filled in by Grants.gov.

5. Applicant Information

a. Legal Name: Enter the legal name of the organization that is making the application. Please see “Institutional Eligibility” for eligibility details. If the eligible entity does not have the authority to apply directly to IMLS for funding, enter the name of the parent organization that is submitting the application on behalf of the eligible entity. Enter the name of the eligible entity in the space provided for “Organizational Unit” on the Program Information Sheet, Question 1b.

b. Address: Use Street1 for the organization’s street address or post office box number, whichever is used for its U.S. Postal Service mailing address. Street2 is not a required field and should be used only when a Suite or Room Number or other similar information is part of the address.

In the Zip+4/Postal Code box, enter the **full nine-digit** Zip code assigned by the U.S. Postal Service. An organization’s full Zip code can be retrieved at www.usps.com/zip4.

d. Type of Applicant: Select the one code that best characterizes the applicant organization from the menu in the first dropdown box. Leave the other boxes blank. The following types of applicants are not eligible to receive MFA Grants:

- Individuals
- Public/Indian Housing Authority
- For-profit organization
- Small business
- Non-domestic (non-U.S.) entity

e. EIN/TIN: Enter the nine-digit number assigned by the IRS; do not use a Social Security number.

f. Organizational DUNS: All organizational applicants for federal funds must have a DUNS number. If applying through Grants.gov, ensure that the number entered here agrees with the number (either 9 or 13 digits) that was used with the CCR (Central Contractor Registry) as part of the Grants.gov registration.

g. Congressional District: Enter the number of the congressional district in which the applicant organization is located. Use the following format: two-letter state abbreviation, followed by a hyphen, followed by the three-digit district number. For example, if the organization is located in the 5th Congressional District of California, enter “CA-005.” For the 12th district of North Carolina, enter “NC-012.” For states and territories with "At Large" congressional districts--that is, one representative or delegate represents the entire state or territory--use "001", e.g., "VT-001."

If a museum does not have a congressional district (e.g., it is located in a U.S. territory that does not have districts), enter 00-000. To determine an institution’s district, visit the House of Representatives Web site at www.house.gov and use the “Find Your Representative” tool.

6. Project Information

a. Project Title: Provide a brief descriptive title.

b. Project Description: Briefly describe the specific project, not the applicant organization. Use clear language that can be understood readily by readers who may not be familiar with the discipline or subject area.

c. Proposed Project Start Date/End Date: Enter the beginning and ending dates for the requested period of support, that is, the span of time necessary to plan, execute, and close out the proposed project. MFA grant projects must begin between August 1, 2010 and November 1, 2010. Start dates must be the first day of a month and end dates must be the last day of a month.

7. Project Director

Provide the requested information for the Project Director, who will be responsible for carrying out the project and who will serve as the key contact person with IMLS regarding the progress achieved under the grant. Leave the Social Security Number blank. Select a prefix (even though this field is not required on Grants.gov).

8. Primary Contact/Grants Administrator

Provide the requested information for the individual who should be contacted on all matters involving this application and the administration of any grant that may be awarded. For colleges and universities, this person is often a sponsored research, sponsored programs, or contracts and grants officer. In some museums, the person could be the development director. Leave the Social Security Number blank. Select the appropriate prefix (even though this field is not required on Grants.gov). In some organizations, particularly smaller ones, this individual may be the same as the Project Director. If this is the case, check the "Same as Project Director" box. (If the primary contact/grants administrator is the same as the Authorized Representative, please complete all items under both 8 and 9 even though there will be some repetition.)

9. Authorized Representative

Enter the name and contact information of the person who has the authority to apply for federal support of the applicant's activities and enter into legal agreements in the name of the applicant. The Authorized Representative should not be the same person as the Project Director. By checking the "I Agree" box at the top of Item 9, this individual certifies the applicant's compliance with relevant federal requirements (the "IMLS Assurances and Certification" section). All written correspondence will be addressed to the authorized representative.

For Grants.gov applications, the "Signature of Authorized Representative" and "Date Signed" boxes will be populated upon submission of the application. Submission of the application by the Authorized Representative certifies compliance with relevant federal requirements as the signature does on a paper application.

Abstract

A Project Abstract not exceeding one single-spaced (660-word maximum) page. Insert the text into the Abstract space provided in the package downloaded from Grants.gov.

Information in the abstract should cover the following areas as related to the proposed project:

- What will be the project's activities, outcomes, and tangible products?
- Who are your formal partners (if applicable) and what is their involvement in this project?
- What is the time frame for the project?
- What specific project activities or expenses will IMLS funds support?

This abstract may be used by IMLS for public information purposes, so it should be informative to other persons working in the same or related fields and insofar as possible understandable to a technically literate lay reader. The abstract must not include any proprietary or confidential information.

Program Information Sheet

1. Applicant Information

a. Legal Name: Enter the legal name of the applicant.

b. and c. Organizational Unit and Address:

If the eligible entity cannot apply for grants on its own behalf, then enter the name and address of the entity in these spaces. For example, if an applicant museum is part of a parent organization such as a university, the university would be the legal applicant, and the museum would be entered as the organizational unit. Be sure to include the four-digit extension on the Zip code.

d. Web Address: If an organizational unit is listed, enter its Web address here. If not, enter the Web site of the entity listed under Legal Name.

e. Type of Institution: Select the one that most accurately describes the applicant.

2. Grant Program or Grant Program Category

Select one project category listed under “h. Museums for America Grants.”

3. Request Information

a. IMLS Funds Requested: Enter the amount sought from IMLS.

b. Cost Share Amount: Enter the amount here. Applicants must provide cost sharing of at least one half the total project cost. See page 16 for further information.

4. Museum Profile (Museum Applicants only)

Museum applicants must answer all questions in this section.

5. Project Partners

List the names of organizations that are official project partners (if applicable).

6 - 8. Do not complete.

Narrative

Limit the narrative to seven single-spaced, numbered pages. Applicant's name must appear at the top of each page.

All pages should have at least 0.5 inch margins on all sides, and the font size should be no smaller than twelve point type. Use the appendices to provide supplementary material.

The following pages provide guidance in preparing the narrative component of the MFA grant application. There are four sections to the narrative. Applicants must address each section and related review criteria separately, and in the same order in which they are listed below. Review criteria are listed with each section of the narrative. These criteria describe what the reviewers are instructed to consider as they evaluate the proposal. A well-designed proposal narrative is thorough and succinct while addressing the bullet points under each section as well as the review criteria.

IMLS reviewers base their evaluations only on the information presented in the application. This makes it very important for applicants to prepare a clear, concise, well-organized document.

1. Statement of Need

Include a statement of need as it relates to the museum and its project activities. Include information such as the following:

- How the project fulfills MFA goals to strengthen the ability of the museum to serve its public more effectively by supporting high-priority activities that advance the institution's mission and strategic goals
- How the project relates to the mission statement and strategic plan as outlined in the strategic plan summary
- How the project will serve as an investment in institutional capacity
- How the institution arrived at its strategic plan, including the planning process and the participants in that process
- Who the intended audience is and how the project will serve this audience, including area demographics, and how this intended audience fits within the institutional strategic plan

Review Criteria: Evidence the project or activities fit into and further the institution's strategic plan and mission. Extent to which the project is of sufficient scope to enhance or expand institutional capacity in order to carry out the above strategic goals. Degree to which the project addresses the MFA program goal stated above. Evidence the museum's strategic (institutional, long-range, master) plan had community, board, and staff involvement and supports the goals and needs of both the museum and its community. Evidence the project team has identified an audience, performed a formal or informal assessment of their needs, and designed this project as the best solution to answer those needs.

2. Project Design

Include a description of the proposed project design. Include information such as the following:

- Project activities and overall goals
- Project management, process for corrections and adjustments throughout the project
- Information on partners involved in the project activities (if applicable)
- Evaluation processes

- Plans to reach the intended audience(s)
- Scholarly and/or community involvement in content, planning, or execution

Review Criteria: Evidence the project proposes efficient, effective, and reasonable approaches to accomplish clear goals and objectives. If partnerships are supported by the grant, evidence that all partners are active contributors to and beneficiaries of the partnership activities. Extent to which the project allows for project management and mid-term correction of project activities. Evidence this project will be promoted to the intended audience. If the project includes digitization, evidence that appropriate procedures will be followed. If the project includes an exhibition, evidence that the content, objects, and other applicable elements and resources have been identified.

3. Project Resources: Time, Personnel, Budget

Describe project resources, both those funded by the grant and those funded by the institutional cost share. Include information such as the following:

- Time allocated to complete the project
- Key staff and consultants involved in the project, their qualifications, involvement in project activities, and how they will balance project responsibilities with other ongoing duties
- Budget allocation to accomplish project activities, including both the applicant's contributions and how the applicant will meet the required 1:1 cost share

Review Criteria: Evidence that the applicant will effectively complete the project activities through the deployment and management of resources, including money, facilities, equipment, and supplies. Evidence of sound financial management, coupled with an appropriate and cost-efficient budget. Evidence that the applicant has the ability to meet the cost share requirement. Evidence that the project personnel demonstrate appropriate experience and expertise and will commit adequate time to accomplish project goals and activities. If technology purchase is requested, extent to which it will support the project or activity goals and further the institution's strategic plan. For this section of the application, reviewers will consider the Narrative, Budget Forms, Budget Justification, and Resumes.

4. Impact

Describe the benefits of this project for the museum and its audience. Include information such as the following:

- Information about any intended formal products (written reports, plans, publications, etc.) that will result from this project
- Measurable results and the process to evaluate and report on those results
- The long-term impact of this project on the museum and its community after IMLS funding ends

Review Criteria: Evidence that the museum's audience(s) will be better served by the successful completion of this project. Evidence of the beneficial impact the project activities will have on the institution, its staff, and its audience(s).

Budget

The application requires three elements to describe the costs of a proposed project:

- Detailed Budget
- Summary Budget
- Budget Justification

Detailed Budget

Applicants need to fill out a copy of the Detailed Budget Form for each year of the project. The first copy of the Budget Form must begin on the project start date and end 12 months later. Should the final year of the project include fewer than 12 months, a separate detailed budget form must be completed for that time period. Applicants using the PDF can fill out the form for one year, save it, then fill it out again for the remaining years. Applicants will notice that the columns total automatically.

The budget should include the project costs that will be charged to grant funds as well as those that will be supported by the applicant or third-party in-kind contributions (cost sharing). In-kind contributions include the value of services or equipment that is donated to the project free of charge. Remember to include costs for evaluation, which, like many costs, may fall under any or all of these categories. All of the items listed, whether supported by grant funds or cost-sharing contributions, must be reasonably necessary to accomplish project objectives, allowable in terms of the applicable federal cost principles, auditable, and incurred during the grant period. Charges to the project for items such as salaries, fringe benefits, travel, and contractual services must conform to the written policies and established practices of the applicant organization. When indirect costs are charged to the project, care should be taken to ensure that expenses included in the organization's indirect cost pool (see "Indirect Costs" below) are not charged to the project as direct costs.

"Method of Cost Computation" refers to a percentage of a person's time devoted to the project, number of days, quantity of items, and so on. This column must identify how the applicant arrived at the costs indicated.

1. **Salaries and Wages:** Indicate both temporary and permanent staff by noting "temp" or "perm" in parentheses after each staff member listed.
2. **Fringe Benefits:** Fringe benefits may include contributions for Social Security, employee insurance, pension plans, and so on. Only those benefits not included in an organization's indirect cost pool may be shown as direct costs. Fringe benefits may be claimed only on the portion of Salaries and Wages identified for this project.
3. **Consultant Fees:** List any consultants hired for this project. Identify the costs for each consultant's services by the daily fees charged.
4. **Travel:** The lowest available commercial fares for coach or equivalent accommodations must be used, and foreign travel must be undertaken on U.S. flag carriers when such services are available.
5. **Supplies and Materials:** In general, list the costs of material purchased specifically for the proposed project. Permanent equipment is defined as nonexpendable personal property having a useful life of more than one year and an acquisition cost of \$5,000 or more.

6. **Services:** List the costs of project activities to be undertaken by a third-party contractor, including a partner, under this budget category as a single line item that shows the amount that will be charged to IMLS grant funds and the cost sharing that will be contributed by the third party. Attach a complete itemization of these costs to the IMLS Budget Form. If there is more than one contractor, list the cost of each contract separately on the IMLS Budget Form and include an attached itemization.
7. **Student Support:** Ignore this section. It does not apply to MFA.
8. **Other Costs:** Please do not use the “Other Costs” section to list items that did not fit in the number of lines allotted for another section. If more lines are needed, the information should be summarized in the Detailed Budget Form and further explained in the Budget Justification.
9. **Total Direct Costs:** Add up the subtotal amounts from the previous sections.
10. **Indirect Costs:** Indirect costs are project costs that an organization incurs that cannot be easily assigned to an individual project. They are also called “overhead” or “administrative costs.” Examples of indirect cost type items are charges for utilities, insurance, use of office space and equipment owned by the applicant, local telephone service, and the salaries of the management and administrative personnel of the organization.
11. **Total Project Costs:** Complete the first line; ignore the second line, which is specific to another IMLS grant program.

Use of Indirect Cost Rates

If an organization applying for an IMLS grant already has an existing negotiated indirect cost rate in effect with another federal agency, this rate may be used to calculate total project costs, as long as the rate is applied in accordance with the terms of the negotiated agreement, and a copy of the negotiated agreement is included as supporting documentation with the IMLS application. IMLS will not accept an indirect cost rate that is scheduled to expire before an award is issued.

If an organization is in the process of negotiating an indirect cost rate with another federal agency, the proposed indirect cost rate may be used to estimate total project costs, as long as the proposed rate is applied in accordance with the terms of the proposed agreement, and a copy of the indirect cost proposal is included as supporting documentation with the IMLS application. In such situations, if a grant is awarded, IMLS will not pay any indirect costs until a final indirect cost rate is negotiated with another agency, and a copy of the final agreement is submitted to the IMLS Office of Grants Administration. It is possible that the amount of the IMLS award will be reduced if the final negotiated rate is less than the rate that was used for budget estimates in the application budget. However, the amount of the IMLS award will not be increased if the final negotiated indirect cost rate is higher than the rate that was used for budget estimates in the application budget.

Organizations that do not have a negotiated indirect cost rate in effect with any federal agency, and do not wish to negotiate one, may use an indirect cost rate of up to 15 percent to calculate total project costs. If an applicant chooses to use this rate, it must be careful to exclude from the budget all indirect-cost type items (administrative) such as but not limited to general telephone,

postage, office supplies, and office space expenses. The 15 percent rate **may not be applied to more than the first \$5,000 of distorting costs** such as equipment purchases and contracts.

An organization with an existing negotiated agreement or an organization currently in the process of negotiating a rate agreement with another federal agency must calculate total project costs using an indirect cost rate appropriate to the type of proposed project activity. For example, an organization may only calculate total project costs using an existing negotiated rate for research activity if the activity proposed to IMLS is a research project. Once an indirect cost rate is accepted by IMLS, this rate shall be considered fixed for the duration of the award even if, during the course of the award, the grantee negotiates a new indirect cost rate.

IMLS will pay indirect cost rates only on that portion of Total Direct Costs that the applicant is requesting to be supported by IMLS funds. However, an applicant may also apply an appropriate indirect cost rate to the Cost Share portion of a project's Total Direct Costs, and use this as part of the calculated cost sharing in the project budget.

The cost of student scholarships, fellowships, other stipends, and/or tuition may not be included in the amount on which indirect costs are requested.

These instructions also apply to an organization that will function as a partner in undertaking grant activities.

Summary Budget

The Summary Budget should clearly identify the amount requested from IMLS and the amount provided as in-kind contributions by the applicant, by any partners, and from any other sources.

Budget Justification

The Budget Justification is a text document that explains all elements of the Detailed Budget. For example, the Budget Justification should explain the role that each person listed in the project budget will play. It should also provide justification for all proposed equipment, supplies, travel, services, and other expenses. The application should provide specifications for all hardware and software for which IMLS funding is requested. The text document may not exceed two pages in length.

IMLS encourages applicants to contribute as cost share the salaries of permanent staff to be employed on a project in proportion to the amount of time they will spend on the project. If IMLS funding is requested for salaries of permanent staff, the proposal should explain why funds are requested for this purpose and how the regular duties of these individuals will be performed during the grant period. The Budget Justification should explain the role of any outside consultants and third-party vendors to be employed on the project and how each was identified and selected. Costs for third-party service providers should be documented by bids or otherwise justified. The cost of project activities to be undertaken by a third-party contractor, or a partner, should be listed under "Services" on the Detailed Budget as a single line item that shows the amount that will be charged to IMLS grant funds and the cost sharing that will be provided by the third party. A complete itemization of these costs should be included as part of the Budget Justification. If there is more than one contractor, the cost of each contract must be listed separately on the IMLS Budget Form and an itemization must be included as part of the Budget Justification.

Explanation of Budget Surplus or Deficit

If an applicant indicates a budget surplus or deficit for the two previous fiscal years on the Program Information Sheet, a one-page explanation must be included.

Strategic Plan Summary

The strategic plan summary, sometimes called an institutional, long-range, or master plan summary, is used by reviewers to evaluate how the grant project or activities further institutional goals. The summary submitted must not exceed two pages in length. The summary should

- Describe a current and comprehensive plan covering all relevant areas of operation. Partial plans, such as education or interpretive plans, are only one element of a strategic plan.
- Explain the key components of the current plan; methods used to develop the plan, such as institutional self-study or assessment; how the plan is evaluated and updated; and the roles of trustees, staff, consultants, members of the community, or others in developing the plan. Please do not submit a copy of your institution's entire strategic plan.
- Discuss the institution's success in meeting the plan's goals.
- Make sure to indicate where the museum is in the planning process at the time of application. If the museum is in the midst of a strategic planning process, please indicate how this project relates to the plan that preceded it.

Schedule of Completion

The applicant must provide a Schedule of Completion that shows when each major project task will be undertaken, marks the milestones for each grant activity, and designates how grant funds are to be spent throughout the project. The Schedule of Completion must also correspond to the activities described in the narrative and the project dates on the Face Sheet and Budget Forms. One way to plot this information is in a graph or chart that lists project activities and the corresponding months when these activities will take place during the project. This document may be created as a narrative or spreadsheet, and should be no longer than one page per year. See page 43 for an example. If this project is part of a larger initiative then the Schedule of Completion must clearly identify which activities are specifically related to this project and which are not.

Exhibition Summary (if applicable)

If applying for an exhibition-related activity (for example, exhibition development, public programs, Web site or other digital content) a one-page maximum exhibition summary must be included that addresses the exhibition theme, content, size, and any other pertinent details.

Partnership Statement

Complete a Partnership Statement for each formal partner involved in the proposed project. Applicants should save each Partnership Statement with a distinct file name that includes the word “*Partner*” and a short form of the partner’s name—e.g., PartnerCornell.pdf or PartnerNOMA.pdf. Then add each document to the Attachments form, following the sequence in the Application Checklist. At the top of the Partnership Statement, enter the legal name of the applicant organization. This information should match that provided on the SF-424s and the Program Information Sheet.

1–5 (if applicable)

Provide all of the information requested for the partner organization. If the partner organization does not have a DUNS number, refer the partner to page 14 within these guidelines for information and instructions on how to secure one. To obtain a full Zip+4 postal code, visit www.usps.com/zip4.

6. Governing Control of Partner (if applicable)

Check one box to indicate the partner’s governing control.

7–9.

Provide the information requested for each of these items. The limits on the amount of text allowed are given in the item statement on the form. The applicant must ensure that each partner also provides a signed original version of the Partnership Statement to the applicant, and that the applicant will make this form available to IMLS if requested by IMLS.

Specifications for Projects that Develop Digital Products

For a list of resources on digitization projects, see page 19. This list is intended to help applicants learn more about digitization projects and is neither exhaustive nor an endorsement of any particular resource. Some of the questions on this form may not apply to all projects, but please answer all that are applicable.

Part I.

Complete the appropriate sections. Select Box A, B, or C, or any combination of these boxes, depending on the original material and the digital products to be developed.

Box A. Converting Nondigital Material to Digital Format

1. Explain the type of original **nondigital** materials to be selected for digitization, such as text, photographs, three-dimensional objects, archaeological artifacts, maps, motion pictures, video, etc., and give the quantity of each type. (For audio, video, and motion picture materials, give the total number of minutes or hours to be digitized.) Describe the original format of each type of material to be digitized.
2. Identify all use or access restrictions covering the original material to be digitized. Check the intellectual property condition and give the corresponding percentage of the original material that will be digitized.
3. Describe the terms of access and use that will apply to the newly digitized material being created by the project. Identify and explain any restrictions that will apply to the digitized material, and specify what percentage, if any, of the total material will be subject to restrictions. (Examples are copyright, no downloading, registration, etc.)
4. Explain what equipment and software will be used and include specifications that are relevant to the work of the project (such as cameras with zoom capability, scanners, servers, motorized object rigs, etc.). Equipment and software must be described whether the digitization is to be done in-house or outsourced to a contractor or partner.

Box B. Repurposing Digital Content

1. Explain the original materials whose **digital** form will be repurposed, such as digital text (e.g., oral history transcripts), photographs, video, audio, Web files, etc., and give the number of each type. Describe the **digital format** and the amount of the material that will be repurposed.
2. Identify copyright and other potential restrictions with regard to the original digital material. Check the intellectual property condition and give the corresponding percentage of the digital material to be repurposed.
3. Describe the terms of access and use of the newly repurposed digital material. Identify and explain any restrictions that will apply to the repurposed digitized material, and specify what percentage, if any, of the total material will be subject to restrictions. (Examples are copyright, no downloading, registration, etc.)
4. Explain what equipment and software will be used and include specifications that are relevant to the work of the project. Equipment must be described whether the repurposing will be done in-house or outsourced to a contractor or partner.

Box C. Creating New Digital Content

1. Explain the types of digital content that will be created, such as digital text (e.g., oral history transcripts), photographs, video, audio, Web files, etc. and give the quantity of each type.
2. Describe plans to obtain releases/ permissions from project content creators (such as filmmakers) and subjects (such as oral history interviewees).
3. Describe the disposition of ownership and use rights of the new product.
4. Explain what equipment and software will be used and include specifications that are relevant to the work of the project (e.g., camera, audio recording equipment, video recording equipment, encoding software, server). Equipment must be described whether the content will be created in-house or outsourced to a contractor or partner.

Part II. Answer all questions.

5. Specify the file formats to be produced and the anticipated quality of each format (e.g., minimum resolution, depth, tone, pixel dimensions, file size, sampling rate). If watermarks or other features will be used, explain. For other media, (for example, audio, video, or motion pictures), provide appropriate specifications. Provide information for Master, Access, and Thumbnail versions.
6. Describe the medium that will deliver the digital material (e.g., Internet streaming or download, broadcast, DVD).
7. Describe the underlying software to manage and/or present the content (e.g., DSpace, Fedora, ContentDM).
8. Describe plans for ensuring the quality of the digital product.
9. Explain how descriptive and administrative metadata will be produced and used to describe and manage the content. Include the standards that will be used for data structure, content (e.g., thesauri), protocols, preservation and administrative information, and communication of the content (e.g., MARC, EAD, Dublin Core, PBCore, VRA Core Categories, or Categories for the Description of Works of Art).
10. Describe plans for preserving and maintaining the digital material during and after the grant period. The plan should cover storage systems and media to be used, migration plans, maintenance responsibilities, and commitment of institutional funding support.
11. If content will be provided on the Internet, indicate agreement to submit collection level records for digital products to the IMLS Digital Collection and Content Registry. State reasons for selecting alternative approaches.
12. Provide URL(s) for applicant's previously digitized collections, if applicable. If the proposed digital collection will differ substantially in look and feel from collections previously digitized, explain what the difference will be.

Key Project Staff and Resumes

1. Provide a list of the key project staff and the consultants who will be directly involved in the project.
2. Add resumes or curriculum vitae of no more than two pages each for all key personnel (both staff and consultants). Resumes that exceed the two page limit will have the remaining pages removed by IMLS staff. Add a page break at the end of the list of personnel, and then add page breaks at the end of each of the resumes/vitae.

Note: If the key project personnel have not been selected by the application deadline date, then submit position descriptions instead of resumes.

Letters of Commitment (if applicable)

Applicants must submit a letter of commitment for each project consultant. The letter should include confirmation that the consultant will work on the project if funded, dates of service, scope of work, and fee structure. The information in this letter must correspond to the information in the application narrative.

Statement of Purpose/Mission Statement

The Statement of Purpose/Mission should include the applicant organization's mission statement and brief background history for the reviewers that must note the source, approving body, and date of the official document in which it appears. The applicant may quote from or summarize to convey the essential points of the statement, if the statement is too long to be quoted in full. It must accurately portray the museum's purpose or mission. Use the remaining space on the page to include a brief history of the museum. It must be one page or less.

Proof of Nonprofit Status

If the applicant's organization is a private, nonprofit organization (for those who selected "Private Nonprofit" or "Other" on question 5d of the Face Sheet):

- The applicant must submit a copy of the IRS letter indicating the organization's eligibility for nonprofit status under the applicable provisions of the Internal Revenue Code of 1954, as amended.
- IMLS will not accept a letter of state sales tax exemption as proof of nonprofit status.

Federally Negotiated Indirect Cost Rate Agreement

If your institution has a federally negotiated indirect cost rate agreement that will be current at the time of award then the applicant may submit this document and claim the approved rate on the IMLS budget forms. How this rate may be applied to the IMLS budget is determined by the explanation on the rate form.

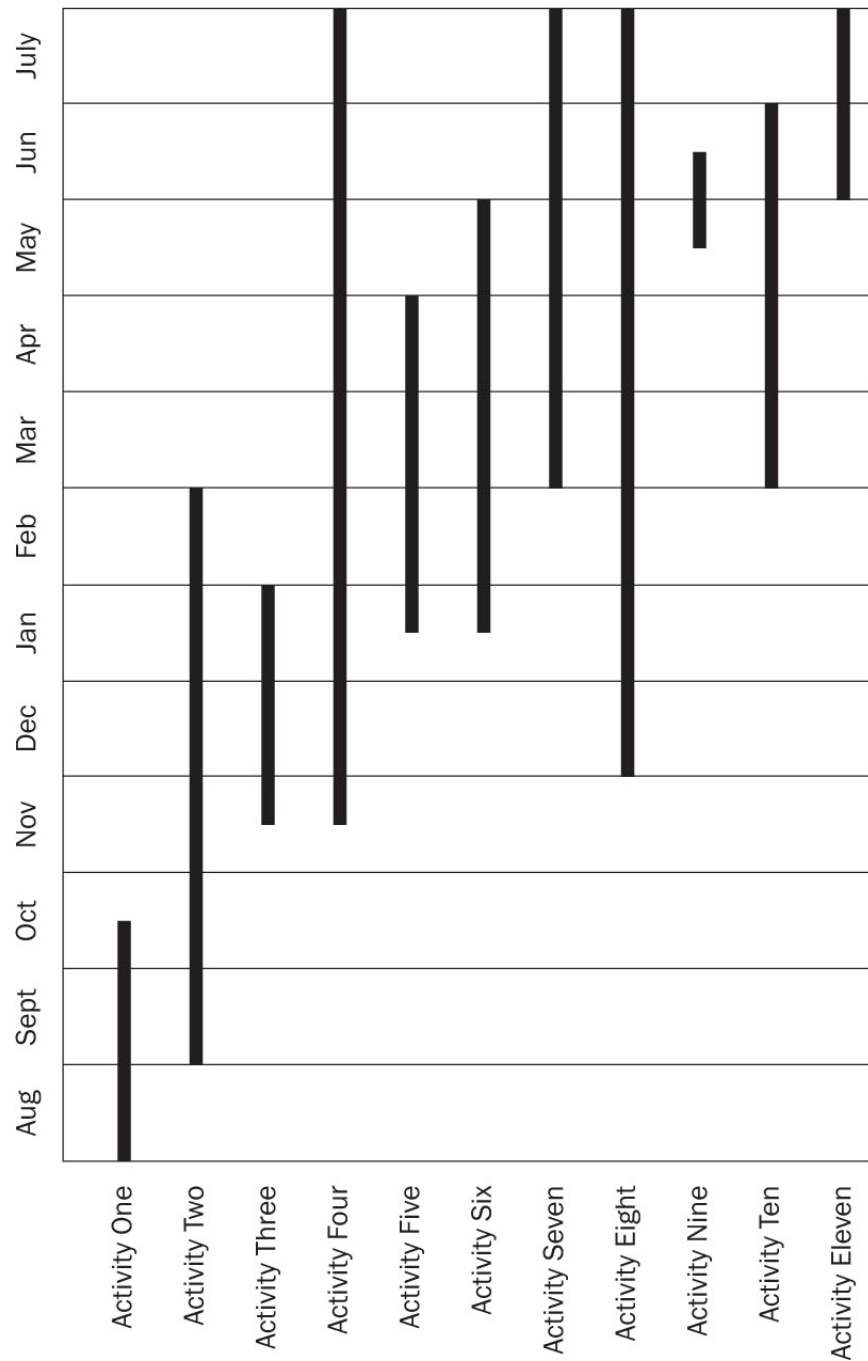
Supporting Documents for MFA Applicants

Supporting documents should specifically relate to the justification for the project. IMLS encourages applicants to include only information that will supplement the narrative and support the information provided in the application. Applicants should not use attachments to answer narrative questions. IMLS strongly encourages inclusion of needs assessments (formal or informal documentation used to evaluate and plan projects, which can include surveys, reports, etc.); reports from planning activities; products or evaluations from previously completed or ongoing projects of a similar nature; or other documents for the evaluation of the proposal. Other attachments could include letters of support from partners or other groups that the museum will work closely with on this project, brochures, photographs, or other plans for the institution as applicable to the proposed project.

Note: When attaching these documents give each one a specific title that clearly identifies what type of document it is. All supporting documentation should include dates of creation and authorship. Total number of attachments must not exceed 20 pages. IMLS will remove any supplemental materials above the 20-page limit. They will not be sent to field reviewers as part of the application, and cannot be returned.

Sample Schedule of Completion

This is a sample format for a Schedule of Completion (see page 37). Applicants may prepare theirs in a similar manner, but this format is not required. Whatever format is selected, be sure to list each major project activity addressed in the application narrative and the date each activity begins and ends. It is critical that the dates on the Schedule of Completion correspond to the project dates on the Application for Federal Domestic Assistance/Short Organizational Form (SF-424s; also known as the Face Sheet). If the proposed activity is part of a larger project, make sure the IMLS-funded portion is clearly identified.



SECTION 3:
IMLS ASSURANCES AND CERTIFICATION

IMLS is required to obtain from all applicants certifications regarding federal debt status, debarment and suspension, nondiscrimination, and a drug-free workplace. Applicants requesting more than \$100,000 in grant funds must also certify regarding lobbying activities and may be required to submit a "Disclosure of Lobbying Activities" form (Standard Form LLL). Some applicants will be required to certify that they will comply with other federal statutes that pertain to their particular situation. These requirements are incorporated in the Assurances Statement below. The authorized representative must review the statement and provide the certification in item 9 on the Application for Federal Domestic Assistance/Short Organizational Form (SF-424s).

Assurances Statement

By signing the application form, the authorized representative, on behalf of the applicant, assures and certifies that, should a grant be awarded, the applicant will comply with the statutes outlined below and all related IMLS regulations, which are found in 45 CFR Chapter XI. These assurances are given in connection with any and all financial assistance from IMLS after the date this form is signed, but may include payments after this date for financial assistance approved prior to this date. These assurances shall obligate the applicant for the period during which the federal financial assistance is extended. The applicant recognizes and agrees that any such assistance will be extended in reliance on the representations and agreements made in these assurances, and that the United States government has the right to seek judicial enforcement of these assurances, which are binding on the applicant, its successors, transferees, and assignees, and on the authorized official whose signature appears on the application form.

Certifications Required of All Applicants

Financial, Administrative, and Legal Accountability

The authorized representative, on behalf of the applicant, certifies that the applicant has legal authority to apply for federal assistance and the institutional, managerial, and financial capability (including funds sufficient to pay the nonfederal share of project costs) to ensure proper planning, management, and completion of the project described in this application.

The authorized representative, on behalf of the applicant, certifies that the applicant will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 (31 U.S.C. § 7501 et seq.) and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."

The authorized representative, on behalf of the applicant, certifies that the applicant will comply with the provisions of applicable OMB Circulars.

Federal Debt Status

The authorized representative, on behalf of the applicant, certifies to the best of his or her knowledge and belief that the applicant is not delinquent in the repayment of any federal debt.

Debarment and Suspension

The applicant shall comply with 2 CFR Part 3185. The authorized representative, on behalf of the applicant, certifies to the best of his or her knowledge and belief that neither the applicant nor any of its principals:

- (a) are presently excluded or disqualified;

- (b) have been convicted within the preceding three years of any of the offenses listed in 2 CFR § 180.800(a) or had a civil judgment rendered against it or them for one of those offenses within that time period;
- (c) are presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state, or local) with commission of any of the offenses listed in 2 CFR § 180.800(a); or
- (d) have had one or more public transactions (federal, state, or local) terminated within the preceding three years for cause or default.

Where the applicant is unable to certify to any of the statements in this certification, he or she shall attach an explanation to this application.

The applicant, as a primary tier participant, is required to comply with 2 CFR Part 180 Subpart C (Responsibilities of Participants Regarding Transactions Doing Business with Other Persons) as a condition of participation in the award. The applicant is also required to communicate the requirement to comply with 2 CFR Part 180 Subpart C (Responsibilities of Participants Regarding Transactions Doing Business with Other Persons) to persons at the next lower tier with whom the applicant enters into covered transactions.

Nondiscrimination

The authorized representative, on behalf of the applicant, certifies that the applicant will comply with the following nondiscrimination statutes and their implementing regulations:

- (a) Title VI of the Civil Rights Act of 1964, as amended (42 U.S.C. § 2000 et seq.), which prohibits discrimination on the basis of race, color, or national origin;
- (b) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 701 et seq.), which prohibits discrimination on the basis of disability;
- (c) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§ 1681–83, 1685–86), which prohibits discrimination on the basis of sex in education programs; and
- (d) the Age Discrimination in Employment Act of 1975, as amended (42 U.S.C. § 6101 et seq.), which prohibits discrimination on the basis of age.

Drug-Free Workplace

The authorized representative, on behalf of the applicant, certifies, as a condition of the award, that the applicant will or will continue to provide a drug-free workplace by complying with the requirements in Subpart B of 45 C.F.R. Part 1186.

This includes: making a good faith effort, on a continuing basis, to maintain a drug-free workplace; publishing a drug-free workplace statement; establishing a drug-free awareness program for its employees; taking actions concerning employees who are convicted of violating drug statutes in the workplace; and identifying (either with this application or upon award, or in documents kept on file in the applicant's office) all known workplaces under the award.

[Note: IMLS Drug-Free Workplace regulations will shortly be relocated from 45 CFR Part 1186 to 2 CFR.]

Certification Regarding Lobbying Activities (Applies to Applicants Requesting Funds in Excess of \$100,000)

The authorized representative certifies, to the best of his or her knowledge and belief, that:

- (a) no federal appropriated funds have been paid or will be paid by or on behalf of the authorized representative to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of a federal contract, the making of a federal grant, the making of a federal loan, the entering into of a cooperative agreement, or the extension, continuation, renewal, amendment, or modification of a federal contract, grant, loan, or cooperative agreement;
- (b) if any funds other than appropriated federal funds have been paid or will be paid to any person (other than a regularly employed officer or employee of the applicant) for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this federal contract, grant, loan, or cooperative agreement, the authorized representative shall request, complete, and submit Standard Form LLL, "Disclosure of Lobbying Activities," in accordance with its instructions; and
- (c) the authorized representative shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

General Certification

The authorized representative, on behalf of the applicant, certifies that the applicant will comply with all applicable requirements of all other federal laws, executive orders, regulations, and policies governing the program. IMLS grant regulations may be found at 45 C.F.R. Chapter XI.

Certifications Required of Some Applicants

The following certifications are required if applicable to the project for which an application is being submitted. Applicants should be aware that additional federal certifications, not listed below, might apply to a particular project.

Subcontracts

A grantee may not make a subgrant (for more details, see 45 C.F.R. Chapter XI, Subchapter E [Institute of Museum and Library Services]). Applicants who plan to use awards to fund contracts and subcontracts should be aware that they must comply with the communication and verification requirements set forth in the above Debarment and Suspension provisions.

Native American Human Remains and Associated Funerary Objects

The authorized representative, on behalf of the applicant, certifies that the applicant will comply with the provisions of the Native American Graves Protection and Repatriation Act of 1990 (25 U.S.C. § 3001 et seq.), which applies to any organization that controls or possesses Native American human remains and associated funerary objects, and which receives federal funding, even for a purpose unrelated to the Act.

Historic Properties

The authorized representative, on behalf of the applicant, certifies that the applicant will assist the awarding agency in ensuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. § 470f), Executive Order (E.O.) 11593, and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. § 469 et seq.).

Environmental Protections

The authorized representative, on behalf of the applicant, certifies that the project will comply with environmental standards, including the following:

- (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969, as amended (42 U.S.C. § 4321 et seq.) and E.O. 11514;
- (b) notification of violating facilities pursuant to E.O. 11738;
- (c) protection of wetlands pursuant to E.O. 11990, as amended by E.O. 12608;
- (d) evaluation of flood hazards in floodplains in accordance with E.O. 11988, as amended;
- (e) assurance of project consistency with the approved state management program developed under the Coastal Zone Management Act of 1972, as amended (16 U.S.C. § 1451 et seq.);
- (f) conformity of federal actions to State (Clean Air) Implementation Plans under section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. § 7401 et seq.);
- (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (42 U.S.C. § 300f et seq.); and
- (h) protection of endangered species under the Endangered Species Act of 1973, as amended (16 U.S.C. §§ 1531–1543).

The authorized representative, on behalf of the applicant, certifies that the project will comply with the Wild and Scenic Rivers Act of 1968, as amended (16 U.S.C. § 1271 et seq.), related to protecting components or potential components of the national wild and scenic rivers system.

The authorized representative, on behalf of the applicant, certifies that the applicant will comply with the flood insurance requirements of the Flood Disaster Protection Act of 1973, as amended (42 U.S.C. § 4001 et seq.), which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.

Research on Human and Animal Subjects

The authorized representative, on behalf of the applicant, certifies that the project will comply with 45 C.F.R. Part 46 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.

The authorized representative, on behalf of the applicant, certifies that the project will comply with the Laboratory Animal Welfare Act of 1966, as amended (7 U.S.C. § 2131 et seq.) pertaining to the care, handling, and treatment of warm-blooded animals held for research, teaching, or other activities supported by this award of assistance.

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For further information on these certifications, contact IMLS, 1800 M Street, NW, 9th Floor, Washington, DC 20036. Or call 202/653-IMLS (4657).

TEN TIPS TO WORK SUCCESSFULLY WITH GRANTS.GOV

1. **Register early!** Go to www.grants.gov/applicants/get_registered.jsp. This process may take up to two weeks to complete, and may take longer if your organization does not have a DUNS number. You must have a DUNS number to register with Grants.gov. If you registered last year, please note that you must renew each year. Go to www.ccr.gov/Renew.aspx.
2. You may wish to designate more than one **Authorized Organization Representative (AOR)** for your organization when you register. This will help to avoid last minute crises in the event that a single AOR is unavailable when you are ready to submit your application. This person might not be the same person that you list as the Authorized Representative for IMLS.
3. **Log onto Grants.gov and start working on your grant application NOW.** Do not wait until the last week before the application deadline to begin the submission process, particularly if you are not familiar with Grants.gov. It may take up to 48 hours to receive notification that your application has been both received **and** validated after submission. Give yourself enough time to make corrections, if necessary, and resubmit before the grant deadline.
4. Download the most recent version of Adobe Acrobat Reader onto your computer for best results. Currently, Grants.gov only supports versions 8.1.1 and later. If you are working with a “track changes” tool while writing your application, be sure to **accept** all changes and save the document before submission to Grants.gov.
5. All documents must be submitted in **PDF format**. Follow the instructions in the IMLS Grant Guidelines to convert your MS Office documents like Word and Excel to PDF: www.imls.gov/pdf/PDFConversion.pdf. Start practicing the conversion of Word, Excel and other types of documents into the PDF format. If you are new to this process, you may need time to learn how to do this smoothly and avoid frustration as the deadline nears.
6. Avoid scanning your documents when possible—this creates a very large file that makes your application more cumbersome to manage, and the large files may not be processed properly. Whenever possible, use the “conversion to PDF” instructions noted above.
7. Use Internet Explorer for your browser when submitting the application to Grants.gov. Mozilla Firefox is not currently compatible with this process.
8. Do not email, fax, or mail applications or any part of an application to IMLS. We will only accept application documents that are submitted and successfully validated by Grants.gov.
9. The IMLS Grant Program Guidelines contain extensive instructions and hints to help you with this entire process. Please make time to read through these materials as well as the information provided at www.grants.gov. You will be more likely to receive the assistance you need, if you begin by taking the time to familiarize yourself with the basic instructions and guidance provided through these sources.

10. Contact Grants.gov help (www.grants.gov/help/help.jsp or 1-800-518-4726) for assistance with the following:

- Hardware and software issues
- Registration issues
- Technical problems with attachments

Contact IMLS Senior Program Officers (Sandra Narva: snarva@imls.gov or (202) 653-4634 and Steve Shwartzman: sshwartzman@imls.gov or (202) 653-4641) or Program Specialist Reagan Moore: rmoore@imls.gov or (202) 653-4637 for assistance with the following:

- Guidelines
- Eligibility questions
- Content, budget, timeline (schedule of completion) questions

NOTE: Grants.gov help and IMLS Program staff assistance are not available on weekends.



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Museum and Library
SERVICES

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