Digitizing Hidden Special Collections and Archives:
Amplifying Unheard Voices

Session 5: Staffing & Budget
April 10, 2024

Links mentioned by CLIR:

- Program Homepage
- Core Values
- Apply for an Award
- Native land
- Application Guidelines (view only)
- Application Guidelines (make a copy, Google account required)
- DLF's Digitizing Special Formats wiki
- Projects funded through Digitizing Hidden Collections, 2015-2020 and DHC: Amplifying Unheard Voices, 2021
- Registration for the Applicant Support Series Session 6, April 17
- Webinar Survey

Links mentioned by Co-hosts:

- Collective Responsibility Whitepaper
- Collective Responsibility Labor Advocacy Toolkit
- "Do Better" -Love(,) Us: Guidelines for Developing and Supporting Grant-Funded Positions in Digital Libraries, Archives, and Museums
- Collective Equity!: A Handbook for Designing and Evaluating Grant-Funded Positions
- MIT Living Wage Calculator
- United for ALICE
- DLF Digitization Cost Calculator

Questions and Answers

All questions asked in chat and via the Q&A box during the live webinar are copied below. Some questions were answered live during the April 10, 2024 webinar and are marked. Any questions answered live may include additional references or clarification. If you have any other questions, email the CLIR Grants team at hiddencollections@clir.org.

Q: If we are contributing in-kind staffing, we include this in the budget, but enter $0.00 in the budget and explain in the budget narrative what the true value is?

A: (M. Stephanie Chancy): For in kind donations, what I have seen done in the past is that there is an in kind column and you give it a value, and then you can explain further in the budget narrative. Now, CLIR may do it differently.

(Program Officer): You can address donations/ cost share in the budget narrative.

Q: When adding time for research/professional development/service, what is an acceptable amount of time? Could it be 10 hours per week? More/less?

A: (Tania Ríos Marrero): I took a look at my own position description, it says 5% of my total compensation is dedicated to professional development, as needed.

(M. Stephanie Chancy): Someone was just asking me, how do you figure out if you have somebody who's dividing their time and they're supposed to give you 40% here and 60% here. How do you figure that out? I think the way you would do that is you would have to figure out if you work 40 hours a week, you would calculate 5% of 40 hours. And that is the amount of time that you allocate to research, professional development, and service.

Q: Thanks for this! I have more of a CLIR-team question re: allowable costs in regard to sharing the results of the project. In addition to other sharing platforms, we will want to update our public-facing database. Is the purchase of new software (that integrates with our CRM database) allowed?

A: (Program Officer): You can always email us directly to explain the exact software you are going to use. We do allow supplies, materials, and dedicated software and hardware for the digitization and production of metadata. This is under the category of equipment/ supplies/materials or services contingent on the type of software and/or hardware you are using. The equipment/supplies/materials maximum is $10,000. You should state in your budget narrative that your organization will be able to financially maintain this software after the grant period. Are you utilizing this software just for this particular project? Can you keep these materials front facing for the public afterwards and over time? This is what we are looking for. It must be a one-time cost.

Q: We are located in Canada, health insurance etc is included in gross salary. Do we still need to separately explain this under fringe exp?

A: (M. Stephanie Chancy): It might be different in Canada, but at the University of Florida, the health insurance expenses are included as part of your benefits package and that is figured into the fringe. If it is coming out of grant dollars, if you are going to be paying that out of grant dollars then it needs to be included in the budget.

(Program Officer): If it is a component of the salary, that is acceptable. It can be explained in the narrative if you need to show why you don't have that line in the budget. Yes, once again,

justifying and making it as clear to reviewers as possible in your budget narrative. The less questions they have, the better for your application.

Q: I have a question about compensation, my co-pi and I are trying to compensate for the work we will be doing as project managers and contributing to digitization labor. However when budgeting for that, it appears our own compensation takes such a large chunk of the budget before any needed staff/student hires. Do you have any advice for how to approach this issue?

A: (M. Stephanie Chancy): I came on board last year, and this year we had another departure. Plan for staff changes. And all of a sudden, I was responsible for the budget. One of the things I noticed was the biggest part of the budget was staff expenses. If your institution is amenable, you could designate part of your salary as an in kind donation. You are not taking grant dollars, but you're explaining why you are not asking for as much in staff salaries since you and your co-PI are giving your time/your institution is giving your time as an in-kind donation.

(Program Officer): Yes, and unlike the *Recordings at Risk* program, which requires outsourcing the digitization of the materials, for the *Digitizing Hidden Collections: Amplifying Unheard Voices*, the digitization can be done in-house. So there is an expectation that the salary costs may be a little higher than what we would normally see. I think that is great advice from M. Stephanie Chancy. Make sure you justify your salaries in the budget narrative, and make the distinction that the amount reflected is for the work you are doing for this particular project and not necessarily for the work that you normally do for your job or role at your organization. Explain the work being done by the PIs, and if it is digitization, that is the core goal of the grant. If it is done via vendor or via in-house, it can look really different on the budget detail.

(M. Stephanie Chancy): If the digitization is being done in house, I have another piece of advice. When you first start digitization for preservation, it always takes longer than you expect. I was scanning for years, and I realized M. Stephanie Chancy's standards are not the same as preservation standards. If you have not done something like this before, I would suggest reaching out to someone who has done a similar project. Usually people are pretty amenable and open to talking to you and giving you advice.

Q: Re: Asset Mapping - is this a process that you recommend including in the project activities, or should this be done ahead of the grant proposal?

A: (Tania Ríos Marrero): I would recommend either/or. One of the helpful aspects of asset mapping is that it produces documentation of existing strengths already in the organization, and that is part of the capacity component of the application. There could be some preliminary asset mapping that happens as part of the application. It is optional. I think it could be helpful to the application process, but it's also something that can happen after, and it could happen over the course of several weeks. It can happen in multiple sessions. The sessions can build off of one another and can bring everyone on the team in alignment with why they are there, what binds them to the project, and how the project is strong. It can happen mid-project, too. If there is a

need for group work, it has an interesting way of kind of gelling folks together. I think that it is useful on several different parts of a project.

Q: What if our organization's salaries currently do not match those identified in the Living Wage calculator? Also, our org. does not provide benefits. Will this count against us?

A: (Program Officer): It terms of salaries that don't match the living wage calculator, if you have salaries in the budget detail that the panel does not consider to be a livable wage or less equitable, at times that will make an application appear less competitive. The reviewers may come back and ask grantees to increase the overall monetary ask. How that works in your organization, which has longer term salaries beyond the year or term of the grant, should be negotiated internally. In some organizations, I have seen them package it as a bonus. So it is not a permanent pay raise, but it is a raise for the duration of the grant that takes the salary to a livable wage in the budget detail. We have seen this as a point of contention in the past. My recommendation would be to explain in your grant budget narrative that you understand that these salaries are lower than what is considered equitable, but an average salary in your organization. You could also use this as an opportunity to challenge your organization and note that although this is a temporary position, we are bringing this person in, and we know in order to have a competitive application, candidates are looking for living wages. Sometimes people have to relocate for their job, and you can add a relocation bonus as an option. .It is also a great way to start conversations with your organizations about livable wages for everyone that is working at your organization. I recommend explaining it in your budget narrative, as honestly and openly as possible. Reviewers will catch it and even if they don't necessarily agree, they see you have addressed and clarified that to us.

(M. Stephanie Chancy): Are the wages that you are paying the standard in your locality? It's not one-size-fits-all. These are the wages for your locality. In the example that I gave about calculating staff time in Haiti, they were paying US rates. That causes problems for the people that are not getting that wage. It can cause all sorts of problems. If those are the wages for your locality, say that.

(Program Officer): The salary should be in line with the title of the position and should be equitable for the job title, expertise and experience. What does an archivist get paid in this area? The title could be elevated to subset that pay/wage discrepancy.

Q: This might be a CLIR question. We strive to hire people full-time whenever possible. For one of the positions that would work directly on our proposed CLIR project, that position can only be full time with the grant funds- otherwise we could only employ them half time. Thus we are planning to have them devote 50% of their time to this grant project. Do we only include that 50% of their salary (plus % for fringe) in the grant budget? (i.e. do we include the other half of their salary/fringe not funded by CLIR as in-kind even though that part of their time will need to be devoted to maintaining other work?)

A: (Program Officer): You only need to reflect the 50% of the work they will be doing with grant funds towards the grant project, in the budget detail and narrative. You do not have to put the other 50% as in-kind because we are only concerned with the money that is being spent for the actual grant.

Q: Can you suggest a resource to look for equipment suggestions/recommendations for digitizing Textual materials - to preservation standards?
A: (M. Stephanie Chancy): *Shared a [recommended scanner](#) in the chat from their technical director. She noted it could be out-of-date.*

(Program Officer): If you look at our application guidelines, we have links to the technical guidelines and a [DLF Special Formats Wiki](#), which can be found on our [Apply for an Award](#) page. The DLF Special Formats Wiki has much of this information and resources linked there.

Q: Our university has a Research Department that coordinates our grant applications, contracts, invoicing etc…. They always request a standard percentage contribution of the total project costs, as compensation for administrative work. Is that allowed?

A: (Program Officer): No, [CLIR's indirect cost policy](#) is that those costs are disallowed. We do not pay indirect administrative costs on our grants.

Q: What type of institutional administrative costs are allowable? For example, if there is a Coordinator at our institution who will be contributing to the administrative and financial management part of the project, can we indicate the percentage of their work/hours on a weekly or monthly basis in the budget? Many thanks!

A: (Program Officer): Grant personnel cannot be included in salaries and wages. Salaries and wages are reflective of those who are actually doing the work on the project itself. Personnel who are not directly affiliated with the project, but who are contributing to the coordination or implementation, which includes accountants, administrative staff, who schedule project meetings or process invoices, now that you can do, but it cannot be actual grant personnel. That would be work that they would already be doing on behalf of the university, and they're not directly connected or hired for this particular project. There is an exception for administrative support on collaborative projects. For collaborations, you may have somebody coordinating the various institutions administratively. They do have an allowance for administrative support up to $10,000 and they should be named as qualified collaborators on your grant.

Q: As we are located in Canada, would we apply the exchange rate at time of submission? The grant for example if it is USD 300,000. would would receive the grant money paid out in CA$

A: (Program Officer): Apply in US dollars. The grant will be dispersed according to the exchange rate on the day the money is transferred. We know that can be a little tricky because it means there will be a couple of months until you know exactly how much money you will have.

Q: We have a collaborative project partner who has calculated a cost per item, whereas we calculate our costs by staff hours and other line items. Would we need to break down the cost per item? Should we treat them like a contractor (which might run into the allowances for that)? - follow up comment: Yes we're the lead, but it's a 50% split of labor

A: (Program Officer): The lead organization will receive all the funds and they are responsible for the management and disbursement of those funds. The key is that the budget detail makes sense for you as the lead organization. Whatever is easiest for you all to reconcile to get to one number for both organizations. If they are a collaborator, you wouldn't treat them as a contractor. You can pay a flat fee for services, similar to how you would a contractor, but there is no requirement on our end that you represent it the same way or how you arrive at the one award amount requested. As long as it is clear in your budget detail and we can understand where the money is going. You, as the lead organization, are responsible for dispersing the funds to the collaborators, and understanding where the money is going. We don't really dictate how you represent that internally.

Q: Is the grant money disbursed up front or on a reimbursement basis over the course of the grant?

A: (Program Officer): If awarded funding, you will receive a check once at the beginning of the grant and it is up to you to disburse the funds as necessary.

(M. Stephanie Chancy): I would recommend creating a "working budget". I have all of my line items and under each I have what I've paid out on it. Essentially, I treat the budget like a checkbook. You know where you are at in terms of funds expended and where the money has gone. This is something in the background for you to keep track of your funding once awarded grant funding. It helps me to know where I can spend money and where I need to pull back a little. And I recommend including dates.

(Program Officer): It will also make your financial reporting easier, which you'll have to do yearly. Doing it on an ongoing process will probably be easier than doing it all at once when the report is due.

Q: Can we include rental space for sorting and digitizing the collection by a professional archive contractor before it is rehoused at our organization?

A: (Program Officer): That is tricky. Rental space - what are you defining as rental space? Is it already at your organization? Is it something the contractor wants to charge for storage of

materials at their space? If you could email us at hiddencollections@clir.org with more details, we can give you a more comprehensive answer.

Q: What kind of community engagement and outreach activities are allowed in the budget and is there a threshold that we should be mindful of?

A: (Program Officer): The Application Guidelines are your friend. Appendix A in the budget will tell you all of the allowable and disallowable costs and gives a great explanation of those. The outreach activities and community engagement depends on your actual project and what outreach looks like for your particular project. For some people, the outreach looks like community conversations and programs. Sometimes outreach looks like symposiums or a film festival. Sometimes it may be an honorarium or travel costs for your guest speakers. It is contingent on your project, and you want to reference how the outreach is backed by the Core Values of the *Digitizing Hidden Collections: Amplifying Unheard Voices* program. If you have a specific cost you are unsure about after referencing Appendix A, please email us at hiddencollections@clir.org and we'll tell you if it is allowed/disallowed.

Q: Do you allow marketing and communications related costs of the project in the budget?

A: (Program Officer): If you think of marketing and communication as outreach related to the project, then yes we do. Everything applies that was noted in the previous question related to outreach.

Q: If our employer has offered to disburse payment/do the HR side of things for staff hired, would we list this service as an in-kind donation? If we are able to use a scanner already at an institution do we list this as an in-kind donation?

A: (Program Officer): No, that is more of what we were talking about from indirect costs. That's something that we expect in regard to the HR side of things. You don't have to list a scanner as an in-kind donation because you're not spending funds, but you can certainly mention in your project plan that you already have this equipment in place, so that you can use it in-house. And you could add salaries for whoever is doing the scanning.