



# Annual Performance Report

**FISCAL YEAR 2021**

*February 2022*



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# Message from the Director



The past year has been challenging as the nation experienced a rollercoaster of rising, declining, rising again, and maybe declining again coronavirus in more variant flavors than you can find at any ice cream shop. Museums and libraries have met this

challenge despite whiplash caused by rapidly changing decisions on openings and closings, varying types of mandates and reactions to them, staff shortages, economic challenges, particularly in museums dependent on visitor revenue, and the universally felt need for equity in the service provided to our communities.

IMLS used its regular grant programs as well as the final commitments from CARES Act and ARP Act grant monies to help our professions and their patrons as directly as possible deal with our national and international crisis. In the course of this we awarded nearly \$500,000,000, essentially doubling the size of the agency's programs without adding to our overhead (though maybe adding a little stress to our magnificent staff working 100% remotely).

In August I traveled to New Mexico to visit museums and libraries in Albuquerque and Santa Fe, particularly focusing on Pueblo libraries and cultural centers. Native Americans have been hit harder by the pandemic than almost any other group and yet have responded as dynamically as any in the nation. To see the Pueblo of Isleta Public Library continue its career-focused programming and the Poeh Museum and Cultural Center with its museum exhibiting local artists, its artisan training programs creating local artists, and its archive staff preserving language and history: all dynamic services in the midst of the pandemic.

Around the country we sponsored literacy and youth-oriented services literacy stations and science-oriented clubs at the Wyandotte Nation in Oklahoma, young artist training and exhibitions at the Yerba Buena Center for the Arts (YBCA) in San Francisco, Digital Navigation in a partnership with the Salt Lake City Library, the National Digital Inclusion Alliance, and three local community groups, and a residency program for teens at The Delaware Contemporary.

In Highwood, Illinois, I visited our National Medal Library where they have vaccinated over half of the community in the library in a partnership with Walgreen's. I participated with Congressman Schneider in a children's story time with 30 kids so happy to be together in the library, and heard from a young woman whose ESL training at the library put her on the pathway to citizenship and a job.

The focus of our grantmaking through State Libraries in our Grants to States program has been on literacy, digital inclusion, workforce development, and recovery with particular emphasis on digital skills, devices, hotspots, Wi-Fi and mobile outreach, and the provision of services to those most challenged and affected by both the pandemic and continued economic, educational, and cultural disparities.

The culmination of many previous endeavors and experiments was reached in one of our signature programs, Museums for Digital Learning, as we went live with curricular uses of museum collections in partnership with History Colorado, Newfields, and The Field Museum. Our Museums for All program reached a milestone with over 700 museum members providing free or discounted access to families and children who are economically challenged.

IMLS has made a number of grants in recent years, including this past year, for species preservation—a fine example of that is this year's grant to the Brookfield Zoo to establish a centralized database of radiology images that will help veterinarians around the globe diagnose and treat the animals in their care. The Brookfield project, with its six partners, also represents the fact that many of these projects involve partners at the national and international level.

We are very proud of the leadership role IMLS is playing with our REopening Archives, Libraries, and Museums (REALM) project for research during the pandemic and our continued response through the Communities for Immunity education project with our partners the Centers for Disease Control and Prevention (CDC), the Association of Science and Technology Museums (ASTC), the National Network of Medical Libraries, and an extraordinary coalition of museum and library associations.

Our other future-oriented endeavors include preparation for our role and that of libraries and museums for America250, the commemoration of the Semiquincentennial of the Declaration of Independence, and in the importance of information literacy in our complex times. IMLS is ready.

Sincerely,



Crosby Kemper  
Director

## SECTION 1

# Agency and Mission Information

## 1.1 IMLS OVERVIEW AND MISSION

The Institute of Museum and Library Services is an independent grantmaking agency and the primary source of federal support for the nation's libraries and museums. The mission of IMLS is to advance, support, and empower America's museums, libraries, and related organizations through grantmaking, research, and policy development. Our vision is a nation where museums and libraries work together to transform the lives of individuals and communities.

IMLS was created with the passage of the Museum and Library Services Act of 1996, which was reauthorized on December 31, 2018. The Agency has statutory authority to award financial assistance, collect data, form strategic partnerships, and advise policymakers and other federal agencies on museum, library, and information services. The Agency consolidates federal library programs dating back to 1956 with museum programs dating back to 1976.

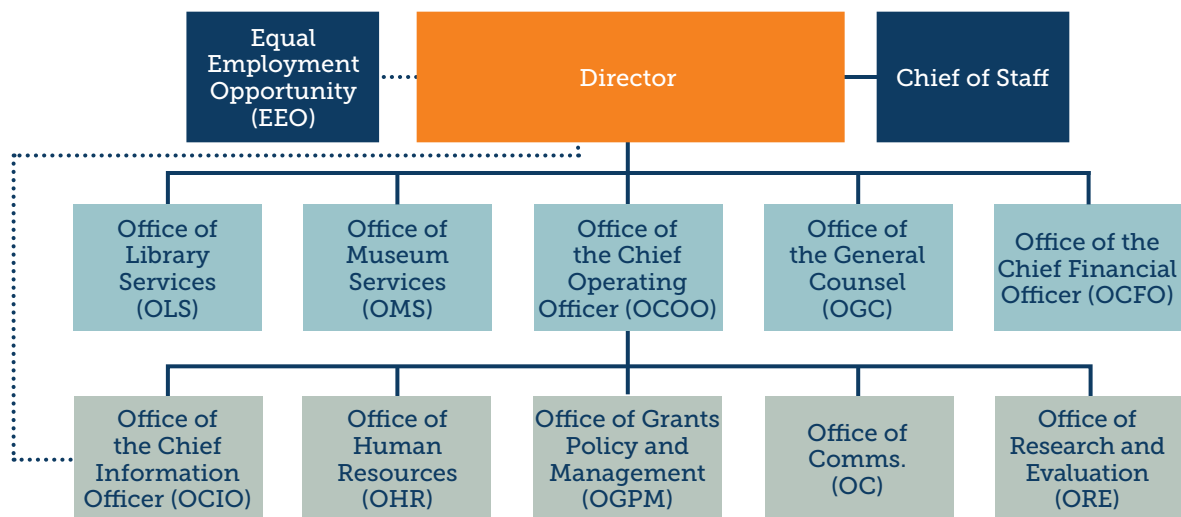
The Agency helps to ensure that all Americans have access to museum, library, and information services, and invests in new and exploratory approaches, as well as proven and tested methods. IMLS funds work that advances

collective knowledge, lifelong learning, and cultural and civic engagement. The Agency also builds capacity within the museum and library fields to enable better service to communities and to enhance community decision making by sharing trends and data.

IMLS has an expansive reach. The Agency is the largest source of federal funding for libraries in the nation, directing population-based funding to all 50 states, the District of Columbia, the U.S. territories, and Freely Associated States through its Grants to States program. The Agency's discretionary grants are selected through a highly respected and competitive peer review process, drawing on professionals located across the nation. This work enables museums and libraries located in geographically and economically diverse areas to deliver essential services that make it possible for individuals and communities to flourish.

For FY 2021, IMLS produced an Agency Financial Report (AFR) in November 2021, and this FY 2021 Annual Performance Report (APR). The Agency has posted both reports on the IMLS website, [www.imls.gov](http://www.imls.gov).

## 1.2 ORGANIZATIONAL STRUCTURE



Updated October 2021

## 1.3 FY 2018–FY 2022 STRATEGIC GOALS AND OBJECTIVES

When IMLS was established by the Museum and Library Services Act of 1996, bringing together federal programs dating back to 1956, lawmakers recognized that libraries and museums are powerful national assets. They saw “great potential in an Institute that is focused on the combined roles that libraries and museums play in our community life.” The law charges IMLS with advising policymakers on library, museum, and information services and supporting a wide range of programs that improve the lives of millions.

We carry out this charge as we adapt to meet the changing needs of our nation’s museums and libraries and their communities. IMLS’s role—to advance, support, and empower America’s museums and libraries through our grantmaking, research, data collection, and policy development—is essential to helping these institutions navigate change and continue to improve their services.

The Agency has developed a new strategic plan for 2022–2026 that will be published in February 2022. For this 2021 APR, the Agency is reporting on the strategic goals and objectives outlined in Transforming Communities, the IMLS Strategic Plan 2018–2022. This plan, developed with input from our stakeholders, frames how the Agency envisions meeting the essential information, education, research, economic, cultural, and civic needs of the American public over the next five years.

## Strategic Goals and Objectives

### 1. PROMOTE LIFELONG LEARNING.

IMLS supports learning and literacy for people of all ages through museums and libraries.

Objective 1.1 – Enhance library and museum resources that foster early, digital, information, health, financial, media, civic, and other types of literacies.

Objective 1.2 – Support cross-disciplinary and inquiry-based methods of learning within museums and libraries.

Objective 1.3 – Invest in library and museum programs that focus on continuous learning for families and individuals of diverse cultural and socio-economic backgrounds and needs.

Objective 1.4 – Leverage the distinct role of museums and libraries as trusted sources of information.

### 2. BUILD CAPACITY.

IMLS strengthens the capacity of museums and libraries to improve the wellbeing of their communities.

Objective 2.1 – Support the recruitment, training, and development of library and museum staff, boards, and volunteers, helping to grow a skilled, professional workforce.

Objective 2.2 – Encourage library and museum professionals and institutions to share and adopt best practices and innovations.

Objective 2.3 – Identify trends in the museum and library fields to help organizations make informed decisions.

Objective 2.4 – Promote the ability of museums and libraries to serve as trusted spaces for community engagement and dialogue.

### 3. INCREASE PUBLIC ACCESS.

IMLS makes strategic investments that increase access to information, ideas, and networks through libraries and museums.

Objective 3.1 – Support the stewardship of museum and library collections at institutions of all types and sizes.

Objective 3.2 – Invest in tools, technology, and training that enable people of all backgrounds and abilities to discover and use museum and library collections and resources.

Objective 3.3 – Invest in policies and partnerships that address barriers to accessing museum and library collections, programs, and information.

Objective 3.4 – Increase access to IMLS, museum, library, and community knowledge through effective communications.

### 4. ACHIEVE EXCELLENCE.

IMLS strategically aligns its resources and relationships to support libraries and museums nationwide.

Objective 4.1 – Attract, develop, and engage an effective and dedicated workforce, fostering innovation, collaboration, and learning.

Objective 4.2 – Adapt to the changing needs of the museum and library fields by incorporating proven approaches as well as new ideas into IMLS programs and services.

Objective 4.3 – Design IMLS grants and awards to encourage communities to invest resources, funding, and other support for museums and libraries.

Objective 4.4 – Seek effective partnerships with federal leadership and nonprofit and private organizations to promote the public value of museums and libraries.

## 1.4 NEW AUTHORITIES AND ADMINISTRATION PRIORITIES

In FY 2021, Congress provided IMLS with new statutory authority to carry out programs of financial support for American Latino Museums, engage with other federal agencies to support digital access and inclusion, and prepare for our nation's 250th Anniversary. The **Consolidated Appropriations Act, 2021** (enacted in December 2020), authorized the **National Museum of the American Latino Act (NMALA)**, as well as the "**Advancing Critical Connectivity Expands Service, Small Business Resources, Opportunities, Access, and Data Based on Assessed Need and Demand Act,**" commonly referred to as the **ACCESS Broadband Act**. In addition to establishing a new museum at the Smithsonian Institution, NMALA directs IMLS to establish new grant and fellowship programs for American Latino museums and scholars throughout the nation. The **ACCESS Broadband Act** recognizes IMLS's role in supporting connectivity and digital inclusion, and advancing access to broadband, working in coordination with other agencies. New authority under the **U.S. Semiquincentennial Commission Amendments Act** identifies the Director of IMLS as an *ex officio* member of the Commission. In addition to this new programmatic authority, the **American Rescue Plan Act** provided IMLS with additional appropriations for pandemic response and economic recovery. These new legislative authorities align with the Administration's priorities for Racial Equity, COVID Response, Economic Recovery, and Infrastructure.

### NATIONAL MUSEUM OF THE AMERICAN LATINO ACT (NMALA)

Consistent with the Administration's goals for equity and social justice per the President's Executive Order 13985, NMALA recognizes the contributions of the nation's 60 million Latino Americans. NMALA authorizes \$15 million per year for IMLS to carry out its statutory purpose of recognizing, celebrating, and enhancing understanding of the important history and contributions of American Latinos through the following programs of financial support:

- a grant program with the purpose of improving operations, care of collections, culturally appropriate public outreach, and development of professional management at American Latino museums;
- a grant program with the purpose of providing internship and fellowship opportunities at American Latino museums
- a scholarship program—in partnership with Hispanic-serving institutions, minority-serving institutions, historically black colleges and universities, and other institutions of higher education, with the purpose of assisting individuals who are pursuing careers or carrying out studies in the arts, humanities, and sciences in the study of American Latino life, art, history, and culture;
- a grant program in cooperation with other museums, historical societies, and educational institutions, with the purpose of promoting the understanding of the Latin American diaspora in the United States; and
- a grant program under which an American Latino museum may use funds provided under the grant to increase an endowment fund established by the museum for the purposes of enhancing educational programming and maintaining and operating traveling educational exhibits.

In FY 2021, IMLS leadership and program staff consulted with the Interim Director of the Smithsonian National Museum of the American Latino to identify areas of special priority in launching the new IMLS programs.

### ACCESS BROADBAND

In furtherance of the **ACCESS Broadband Act**, IMLS coordinated with the **Departments of Commerce, Interior, Labor, Education, and Agriculture** to share information and opportunities to expand access to broadband funding and resources. IMLS contributed



to reports and the development of shared resources, such as **Broadband USA**. In addition, IMLS participated in the **American Broadband Initiative**, designed to identify and remove barriers to broadband access and digital resources.

In collaboration with the **Departments of Interior (DOI), Education, Commerce, Agriculture, Transportation, the Federal Communications Commission (FCC)**, and the **White House Council for Native American Affairs**, IMLS has co-hosted a National Tribal Broadband Summit since 2019. This year's summit, which included more than 1,000 participants, provided a unique opportunity for Tribal leaders, representatives of Tribal libraries and cultural programs, federal programs managers, and policy makers at multiple levels of government to come together and share their innovations in expanding broadband access and adoption in Tribal communities. IMLS's Director opened this year's Summit with the Special Assistant to the President for Native Affairs, Secretary of Commerce, DOI's Assistant Secretary for Indian Affairs. [Read more about the 2021 National Tribal Broadband Summit here](#). Additionally, IMLS partnered with the FCC on library resources for COVID response, ways to help Tribal libraries access critical broadband support (see the FCC's Emergency Broadband Benefit Program [Report and Order](#)), and for engaging U.S. libraries as community hubs to drive digital adoption and literacy.

## U.S. SEMIQUINCENTENNIAL COMMISSION (AMERICA250)

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**America250** is a multi-year effort to commemorate the 250th anniversary of the founding of the United States. In December 2020, Congress enacted amendments to the U.S. Semiquincentennial Commission Act, designating the Director of IMLS as an *ex officio* member of the Commission, along with the Secretaries of Interior, State, Defense, Education, and the Smithsonian, the Attorney General, the Supreme Court, the Librarian of Congress, Archivist of the United States, and Chairs of

the National Endowments for the Arts and the Humanities. Please see Sections 4.4 and 5.2 for more details.

## AMERICAN RESCUE PLAN (ARP) ACT

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In March 2021, President Biden signed the **ARP Act** of 2021, which provided an additional \$200 million to IMLS in the form of an emergency supplemental appropriation, designating 89% of the funds for the State Library Administrative Agencies. Please see Section 2.1 for more details.

## NATION-TO-NATION CONSULTATION AND ENGAGEMENT

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Following through on the directives in the Presidential Memorandum on "Tribal Consultation and Strengthening Nation-to-Nation Relationships" (January 26, 2021), IMLS held a **Nation-to-Nation Consultation** on April 19, 2021 (see [Framing Paper](#)), and promulgated a [Consultation Plan](#) on April 26, 2021. The Consultation has helped the Agency consider ways to structure its programs of support for Tribal services. IMLS sought comments on its programs through a Request for Information published in the Federal Register on September 2, 2021. Please see Section 4.5 for more details.

Additionally, in FY 2021, Director Crosby Kemper visited Tribal libraries and museums/cultural centers in the Summer of 2021. Also, as noted above, IMLS co-hosted the 2021 National Tribal Broadband Summit.

## EQUITY

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Equity is at the core of IMLS's mission to build the capacity of museums and libraries to meet the needs of the public, and Executive Order 13985 provided an impetus to apply an equity lens to assess the Agency's programs and operations. IMLS contracted with the Urban Institute to help evaluate the Agency's engagement efforts across the grant processes in order to identify gaps in outreach, inclusion, and service to underserved institutions and beneficiaries (which may include low-income, rural, and racially/ethnically diverse

communities). This work is helping to inform IMLS's ongoing equity assessment initiatives by applying specific equity measures to preexisting administrative data for IMLS discretionary and formula grant programs in order to yield important equity-focused comparative data across target-specific populations. Additionally, IMLS conducted listening sessions with both internal and external stakeholders and considered feedback. IMLS launched its first evaluation of its Native American/Native Hawaiian funding programs and completed an evaluation of its Museum Grants for African American History and Culture funding program, "[Nurture, Sustain, Expand: A Retrospective Evaluation of the Museum Grants for African American History and Culture Program.](#)" Please also see the discussion of IMLS's collaboration with the Smithsonian Institution, Museums and Archives and HBCU Initiative: The History and Culture Access Consortium, in Section 4.4.

## COMMUNITY DEVELOPMENT AND CIVIC ENGAGEMENT

### *Civic Engagement and Voting*

In furtherance of Executive Order 14019 on access to voting, IMLS is creating and distributing a toolkit of resources and strategies that libraries, museums, and heritage and cultural institutions can use to promote civic engagement and participation in the voting process. [Read the White House Fact Sheet on voter engagement here.](#)

### *Community Catalyst Initiative*

The multipronged **Community Catalyst Initiative (CCI)**, launched in 2016, represented a grantmaking effort that has challenged museums and libraries to transform how they collaborate with their communities towards improving wellbeing. In response to COVID-19, the Agency provided supplements to grantees that allowed for deeper understanding of the impact of the pandemic in supporting adaptations by the grantees. The cumulative findings from this five-year venture are captured in a final report from an independent evaluation released to the

Agency in July 2021. The evaluation reveals a wide range of findings from the opportunities provided to grantees to test a community-driven collaboration approach when supporting community issues. Keys for success included: support through coaching by site consultants; organizational-wide support for the approach; professional development opportunities for grantees and their project partners through webinars, convenings, and workshops; the need for more time to develop and support community partnerships; and the mechanisms fostering peer learning across cohorts of grantees. This model also enabled IMLS to learn from earlier efforts and to refine support in ways that better met the needs of the grantees and its partners.

### *National Medals*

IMLS awards the **National Medal for Museum and Library Service**, the nation's highest honor for institutions that make significant and exceptional contributions to their communities. Over the past 25 years, the award has celebrated institutions that are making a difference for individuals, families, and communities, bringing about change that touches the lives of individuals and helps communities thrive. The 2022 Medals nomination was posted in early September 2021, and we look forward to a celebration in summer 2022.

The 2021 National Medal recipients were:

Libraries	Museums
Cabell County Public Library (Huntington, WV)	High Desert Museum (Bend, OR)
Highwood Public Library (Highwood, IL)	Mississippi Children's Museum (Jackson, MS)
Memphis Public Libraries (Memphis, TN)	Museo de Arte de Ponce (Ponce, PR)

## SECTION 2

# IMLS Response to COVID-19

During FY 2021, IMLS responded to the ongoing COVID-19 pandemic by distributing \$178 million in funding from the **American Rescue Plan (ARP) Act**, Pub. L. 117-2, and an additional \$4 million in awards for grants and research and evaluation support with available carryover funds from the **CARES Act**, P.L. 116-136 in response to the COVID-19 pandemic. The **REopening Archives, Libraries, and Museums** project continued to support the need to provide more information to libraries, archives, and museums about the problems facing them in the COVID-19 global pandemic.

IMLS also launched **Communities for Immunity**, a new partnership with the **Centers for Disease Control and Prevention (CDC)** in collaboration with the Surgeon General, to boost COVID-19 vaccine confidence in communities across the United States. Building on the many ways they have supported their communities during the pandemic, the partnership is helping museums and libraries create and deliver evidence-driven materials and develop resources, programs, and approaches specifically designed to help museums and libraries engage diverse audiences in building trust in the COVID-19 vaccine.

## 2.1 AMERICAN RESCUE PLAN (ARP) ACT

The ARP Act designated \$200 million in pandemic response funding for IMLS “to carry out museum and library services” for the benefit of communities impacted by the public health emergency. The ARP Act enabled the Agency to efficiently provide critical funding to State Library Administrative Agencies (SLAAs), located in every state and territory and with reach into local communities across the U.S.

In addition to the \$178 million allocated to the SLAAs, IMLS also offered \$15 million in grants to museums, libraries, and Native American and Native Hawaiian communities to provide direct support to address community needs created

or exacerbated by the COVID-19 pandemic and in assisting with recovery. Projects could continue, enhance, or expand existing programs and services, or they could launch new ones to address emergent needs and unexpected hardships. IMLS received 572 applications for its ARP grant program, requesting over \$22.8 million. These discretionary awards were made in October 2021 and will be included in the FY 2022 AFR and APR.

In FY 2021, IMLS applied a total of \$4,644,267 of ARP funds to support awards for ARP-related projects that were submitted as applications to various FY 2021 agency grant programs.

## ARP ALLOTMENTS TO SLAAS

### Process

Using a population-based formula, the Grants to States program awarded \$178 million in ARP funds to the 59 State Library Administrative Agencies (SLAAs) in the 50 states, the District of Columbia, the U.S. Territories, and the Freely Associated States. IMLS distributed these awards on April 9, 2021, with funds remaining available until September 30, 2022. IMLS directed the SLAAs to use the funds in helping communities respond directly and immediately to the pandemic, as well as to related economic and community needs through equitable approaches.

IMLS outlined spending priorities as follows:

- a. First, to support digital inclusion efforts to enable libraries to reach residents such as through internet hotspots, accessible Wi-Fi, and digital content and related resources, particularly in support of education, health, and workforce development needs. The following types of data, among others, can inform efforts to reach underserved populations:
  1. Poverty/Supplemental Nutrition Assistance Program (SNAP)
  2. Unemployment
  3. Broadband availability;
- b. Second, to provide rapid emergency relief to libraries across the country, allowing them to safely respond to the pandemic and implement public health protocols;
- c. Third, to support library services that meet the needs of communities throughout the U.S., including costs such as personnel, technology, training, materials, supplies, equipment, and associated indirect costs; and
- d. With respect to (a), (b), or (c), reach tribal and museum partners best positioned to assist with pandemic response efforts, in addition to traditionally eligible library entities, where appropriate.

Apart from a waived match requirement, all other Grants to States statutory provisions applied, including the four percent cap for administration and reporting requirements.

ARP Allotments to SLAAs		
NUMBER OF AWARDS	FUNDS AWARDED	AWARDEE MATCH
59	\$178,000,000	\$0*

\*Matching funds are not required for ARP awards to SLAAs.

### ARP Plans from SLAAs

Early informal ARP plans from the states indicated an emphasis on connectivity, including purchasing hotspots, devices with data plans, and Wi-Fi upgrades, as well as digital inclusion support to address gaps in digital literacy. States collectively anticipated reaching 14,410 libraries and other institutions with these investments. In just five months after SLAAs received the ARP awards, a national roll-up of publicly available information showed that 46 of 59 states and territories had already publicized their investments. High-level data as of September 30, 2021, pointed to the following:

- Funds have reached at least 3,900 libraries, 37 museums, and 10 tribal entities
- 26 SLAAs were offering competitive ARP subawards, and some with multiple opportunities for a total of 42 programs
- 19 SLAAs were offering non-competitive ARP subawards, based on formulas of need or other distribution methods
- SLAAs had already announced over 2,600 subawards
- SLAAs and their subrecipients had already announced the purchase of over 5,300 devices, such as hotspots, laptops, and tablets
- SLAAs and their subrecipients had already announced the purchase of over 28 library vehicles to reach remote users, including bookmobiles and book bikes

- 23 SLAAs were offering statewide programs, and some with multiple offerings for a total of 47 programs
- Connectivity efforts remained the primary ARP focus among the states with 37 of them investing in this area, but 23 states also prioritized supplies to help libraries safely reopen their physical spaces

The ARP grants continued the new approaches for the Grants to States program that began with CARES Act. SLAAs found creative ways to reach museums and tribes, in addition to traditionally eligible libraries, and while not all had the flexibility to do so, as of September 30, 2021, five states had found ways to incorporate museums into their ARP grantmaking, and five states had done the same for tribes.

### **Highlighted ARP Act SLAA Projects**

The **South Carolina State Library** is using funds under the American Rescue Plan Act to help communities respond directly and immediately to the pandemic, as well as to related economic and community needs through equitable approaches in digital inclusion and library services. Specific work includes emergency preparedness kits, homework help centers, book drop offs, and resume assistance. The State Library partnered with the South Carolina Department of Education to offer online tutoring programs and with the newly established Office of Broadband to help communities expand internet access. By partnering with the schools, the State Library was able to identify more families in need of internet-enabled devices with access to educational materials, increasing the number of devices in the field for kids to use. While many public libraries were already voting sites, now they are also vaccination or testing sites. Virtual programming helped combat the “summer slide” with summer reading participation, and the funded devices helped ensure access to online activities. Libraries also put together summer reading kits that people could drive by and pick up from the library. They also created outdoor spaces around the library for things like reading books on the sidewalk

so that people could still participate in summer reading. Librarian training successfully moved online with a higher number of participants. [Read more.](#)

The **Guam Public Library System (GPLS)** is helping job seekers, students, kids, and families across the island with support from American Rescue Plan Act funds. GPLS plans to use ARP Act funds to recruit five additional library technicians. With the additional library technicians, GPLS will be able to open more of its branch libraries throughout the week. The library also recognized opportunities to serve the community during the COVID-19 pandemic and collaborated with sister agencies, private businesses, and organizations to provide support. For example, GPLS collaborated with the Department of Revenue and Taxation (DRT) on the All-Rise Program—a local stimulus program funded through the ARP Act and aimed at helping the community get back to work. This program went online on September 1, 2021. GPLS libraries offered the use of its public computers and library spaces across the island for online learning support while schools were virtual. GPLS also collaborated with the University of Guam (UOG) Press and posted live readings from local authors about the culture and island of Guam on its social media page. This collaboration was instrumental in carrying out the Annual Summer Reading Program and UOG Press tailored their live readings to this year’s program theme. Instead of in-person programming, GPLS offered Grab and Go Kits which included simple arts and crafts projects and other fun activities for children to do at home with their parents. [Read more.](#)

The **Missouri State Library** used ARP Act funding from IMLS to focus on eCollection support, statewide projects, and subgrants. For eCollection support, ARP Act funds were used to invite libraries who were not part of the eCollection consortium to become involved. The State Library offered to pay for the initial costs of joining the consortium, with the promise of looking into possibly subsidizing ongoing costs in subsequent years. Funds were also infused into a newly formed school library consortium

to improve their collection and entice other school libraries to join. The State Library also funded an online high school product which will allow Missourians to obtain an actual high school diploma. Other statewide e-resources include homework assistance, job help, and veterans' assistance with live interactivity. Another highlight involves a reading enrichment online program for students that will be suitable for both libraries and schools. ARP Act funds are also being used to fund various subgrant projects such as self-serve book lockers and self-checkout machines. One library is doing

wellness rooms—these rooms will contain the necessary equipment to be able to do telehealth appointments, but the library is also making kits available that will provide the community with blood pressure machines, stethoscopes, and similar tools to help patients answer questions about their vitals in a virtual environment. Another library is using ARP Act funds to add stops for My Mobile Market. This is a converted city bus that provides fresh fruit, vegetables, and other staple food items, and makes stops in the food desert areas of St. Louis (many of these stops are library parking lots). [Read more.](#)

## 2.2 CARES ACT GRANTS

On March 27, 2020, the President signed the Coronavirus Aid, Relief, and Economic Security (CARES) Act, Pub. L. 116-136, which authorized funding for IMLS to assist States, Tribes, museums, and libraries to “prevent, prepare for, and respond to coronavirus...expand digital network access, purchase internet accessible devices, and provide technical support services” for the benefit of communities impacted by the public health emergency.

### IMLS G2S CARES ACT UPDATE

In FY 2020, using a population-based formula, the Grants to States program awarded \$30 million in CARES Act funds to the 59 State Library Administrative Agencies (SLAAs) in the 50 states, the District of Columbia, the U.S. Territories, and the Freely Associated States. IMLS distributed these awards on April 21, 2020, with funds remaining available until September 30, 2021. IMLS directed the SLAAs to prioritize 1) digital inclusion and related technical support; 2) other efforts that prevent, prepare for, and respond to COVID-19; and 3) reaching museum and tribal partners, in addition to traditionally eligible library entities, where appropriate.

IMLS has received several updates about how the SLAAs used the CARES Act allotments they received in April 2020. Highlights and examples of these stories follow.

### **Highlighted Project Updates: Grants to States CARES Act**

The **Minnesota Department of Education-State Library Services** used multiple sources of data related to distance learning and the challenges that families were having with access to the internet, devices, and digital literacy overall, to put together a method for awarding larger grants to three of their regional public library systems. The State Library also gave \$25,000 to help support each of the four Tribal college libraries that tend to be very under-resourced. In local communities, a new research-based partnership called Live More Screen Less was developed with an organization founded by former teachers to promote digital wellbeing among students. The Rochester Public Library, a 2018 IMLS National Medal recipient, was tapped to run a homeless center at the Civic Center next door and serve as the city and county COVID information line. A librarian at a small community in northern Minnesota wanted to provide internet access to people, so she set up a lab in the parking lot. The Minnesota Braille and Talking Book Library never closed down, continuing to circulate close to 1,000 books a day to grateful patrons, which attests to the value of the service for people with disabilities. [Read more.](#)

The **Georgia Public Library Service** used the first round of CARES funding to meet the urgent need for digital internet access devices, including purchasing laptops for libraries to lend out to K-12 students and college students who were conducting remote learning. Bigger projects included using TV white space and some Wi-Fi extenders to get library Wi-Fi out into more public areas. The next phase will include purchasing more hotspots for lending. The Georgia Public Library Service purchased a statewide license for Beanstack so libraries could switch to virtual reading programs in partnership with local schools. Part of the CARES funding was also used to reach out to museums across the state to create virtual tours and programming. These programs were then rolled out to library patrons. [Read more.](#)

The **Joeten-Kiyu Public Library (JKPL)** of the Commonwealth of the Northern Mariana Islands invested in virtual learning resources such as EBSCOhost and Gale Cengage, and it added more than 100 eBooks to its digital library. These virtual learning resources were made available on the website and promoted through social media. JKPL marketed digitally and in print on the monthly calendar, in local newspapers, television interviews, and radio announcements. Information was also distributed in Summer Reading Program Packages to Go to more than 600 registered early literacy, toddlers, children, teens, and adults in the JKPL Summer Reading Program. [Read more.](#)

The **Vermont Department of Libraries** released a survey to discover what their libraries needed. Based on the feedback, they purchased shield guards that were made by Vermont's prison industry. They distributed additional funds to the historical society that oversees the State Museum of Vermont to do virtual programming and to the Green Mountain Library Consortium to make more eBooks accessible to a wider audience. The Vermont Department of Libraries planned on a second round of grants for Wi-Fi extenders to help around 50 libraries. The last round of funds was slated for disinfectant and cleaning wipes. In the first round, around 15 libraries needed

shield guards, but in the second round close to 120 libraries received them. This includes many academic libraries and a few school libraries. Most items went to public libraries, but the Vermont Department of Libraries stretched the money to have the greatest impact for a variety of institutions. [Read more.](#)

The **Delaware Division of Libraries** divided the funds by the number of public libraries in the state, and many are using it for Personal Protective Equipment (PPE). Through supplementary state resources, libraries also received masks, hand sanitizer, and keyboard covers. Partnering with Dolly Parton's Imagination Library (DPIL), which provides books in the home, has also been a significant opportunity to connect with the early learning community, particularly during COVID. [Read more.](#)

The **Idaho Commission for Libraries** distributed the IMLS CARES Act funds to public libraries statewide to help with reopening efforts, support increased access to Wi-Fi, and help cover PPE and other safety expenses. Half of the CARES allotment went directly to public libraries that applied for small grants, and the other half is being used to support statewide access to e-Books. COVID highlighted inequities in library services and access, and the availability of extra funds helps to address that. The Idaho Commission now has an E-Services Program Supervisor, who is leading a team that provides leadership statewide in the areas of broadband, devices, continuing education, and e-content. The Meridian Library District (a 2019 National Medal winner) not only shifted to curbside service but started delivering materials to people's homes. Other libraries have developed creative kits and take-home materials that have been delivered at school lunch pickups and during the summer. [Read more.](#)

The **Library of Michigan** used its existing grant structure to set up a series of smaller grants that were divided into two types of requests. One was for PPE, which was in great demand, so individual locations received a \$500 grant for PPE, and systems with multiple facilities received \$300 of PPE for each additional location. The other grants focused on digital inclusion, which included equipment services and making sure information was getting out to citizens when they could not use the library or access K-12 education in a traditional way. The larger library systems received up to \$5,000, the smaller systems up to \$1,000, and the in-between sized libraries up to \$3,000 in those grants. About 75 percent of the libraries in Michigan applied for and received funding from these grants.

[Read more.](#)

## IMLS CARES ACT GRANTS FUNDING OPPORTUNITIES

In FY 2020, IMLS established two competitive funding opportunities to support libraries, museums, and Native American/Native Hawaiian communities to respond to the COVID-19 pandemic. A total of \$13.8 million was awarded to 39 museums and 29 libraries, and an additional \$1.2 million was awarded to 15 Native American Tribes and nonprofit organizations that primarily serve and represent Native Hawaiians.

In FY 2021, IMLS funded 22 additional applications from museums and libraries in response to the IMLS CARES Act Grants for Museums and Libraries funding opportunity. These awards totaled \$3,062,796.

## Highlighted Projects and Updates: CARES Act Grants Funding Opportunities

For more information on these FY 2021 projects, click [here](#).

**Conner Prairie** is developing a digital learning initiative for preschool and K-8 teachers as an alternative to onsite field trips during the COVID-19 pandemic and beyond. The grant project will provide an array of digital programming, complemented by “HiSTEAMic” hands-on classroom kits to support digital learning, digital backpacks, and supplementary pre- and post-educational materials for educators and parents. The project goal is to reach 40,000 schoolchildren throughout Indiana and across the nation. A continuing education program will also serve teachers through live and prerecorded webinars. A series of evaluations will result in a summative report, which will be shared through presentations at national conferences.

The **Dyer Library and Saco Museum (DLSM)**'s project is helping the library and museum improve their ability to provide digital access to their collections and improve virtual public programming. Additionally, the DLSM will be able to continue to remain a valued partner with the local school district by providing digital educational options for classrooms and support for the elementary curriculum during the COVID-19 recovery and beyond. Digitizing the collections will allow online access for visitors, enable DLSM to have the infrastructure to partner with other organizations in shared projects, and to virtually present new exhibits that adhere to social distancing guidelines.

### IMLS CARES Act Grants for Native American/Native Hawaiian Museum and Library Services and IMLS CARES Act Grants for Museums and Libraries: FY 2020 and FY 2021

NUMBER OF APPLICATIONS*	NUMBER OF AWARDS	FUNDS REQUESTED	FUNDS AWARDED	AWARDEE MATCH <sup>†</sup>
1,801	105	\$419,023,499	\$18,062,796	\$2,341,704

\*Applications funded in FY 2021 were received in FY 2020.

<sup>†</sup>Matching funds are not required for CARES Act Grants.



The **Pueblo Zoo** is expanding and improving its capacity to deliver virtual programming for students and families in Colorado communities. Based on initial experiments with virtual programming at the onset of the COVID-19 pandemic, the zoo will hire a Virtual Programming Coordinator, enable Wi-Fi throughout the grounds, and implement new online programming for K-12 students and their families, as well as lifelong learners. The zoo will expand its library of Discovery Kits of biofacts and activities to enhance program content with tactile experiences, and train volunteer docents to present programs independently to expand audience reach. Education staff will share their experiences with alternative program delivery with colleagues in the zoo and aquarium community.

The **Fairbanks North Star Borough Public Libraries** is making 25 laptops and MiFi devices (hotspots) available for residents to borrow. The rural nature of the area means there are limited cell towers and internet access points beyond the public library. These internet accessible laptops will include instructional videos, applications to assist with resume creation, virtual education, links to local, state, and federal resources for assistance, and literacy software to those patrons who need additional access to resources from home. The extra devices will not only provide services to underserved library patrons but will also help alleviate demand on library computers.

As mentioned above, IMLS funded 83 CARES Act grants in FY 2020. The following is an example of the work that is ongoing with just one of those FY 2020 grants:

The **Intrepid Museum's** education team has worked with curators and collections and exhibits colleagues to make better, smarter use of their resources in supporting communities throughout the wider New York State. To address these needs, Intrepid is developing educator-ready resource sets for virtual teaching on 20 distinct multidisciplinary topics. Within each set will be adaptations for at least three audience types, resulting in the development of 60 resource sets overall. To date, Intrepid has prepared six resource sets and is currently gathering feedback from representatives of the intended audiences. Together with city-funded Language Access Interns, Intrepid has already translated many materials and resources into Spanish. The education team increased virtual offerings, making use of the museum's digital assets such as the Google Arts & Culture site; made program recordings for library partners; offered programs to schools; and developed and distributed activity packets.

## 2.3 REOPENING ARCHIVES, LIBRARIES, AND MUSEUMS (REALM) PROJECT

In late March 2020, the Agency took initial steps to help identify and respond to the needs of collecting institutions by hosting a webinar with the Centers for Disease Control (CDC) to provide information for libraries and museums and their staff and patrons to address the unique challenges of mitigating COVID-19 when managing their collections, spaces, and public interactions. The need to provide more information to libraries, archives, and museums about the important and existential problems facing them in the COVID-19 global pandemic was clear, and IMLS established a cooperative agreement with OCLC and Battelle. The project has drawn upon scientific research and Battelle laboratory work to produce, widely disseminate, and periodically update evidence-based information that has informed operational considerations for reducing the risk of transmission of SARS-CoV-2 through libraries, archives, and museums to their staff and visitors.

IMLS exercised its authority to accept donations and enter into interagency relationships to fund the majority of the project. As such, the REALM project was made possible in part with support from the Institute of Museum and Library Services, the Library of Congress, The Andrew W. Mellon Foundation, and the Carnegie Corporation of New York.

The project conducted laboratory tests to assess the attenuation of SARS-CoV-2 on materials common in libraries, archives, and museums (LAM); assessed emergent published research for applicable scientific information which can be applied to the LAM community risk-based decision making; and provided a website and toolkits in the form of webinars, infographics, videos, and other materials with the goal of informing local policies, operations, and space configuration decisions that support reopening and operations within a SARS-CoV-2 environment. The [REALM project website](#) contains the status of the project and its publications.

## 2.4 COMMUNITIES FOR IMMUNITY

IMLS entered into an interagency agreement with the **Centers for Disease Control and Prevention (CDC)** in order to boost COVID-19 vaccine confidence in communities across the United States. With support from the CDC and IMLS, the **Association of Science and Technology Centers (ASTC)**, in collaboration with the **American Alliance of Museums (AAM)**, launched **Communities for Immunity** to provide funding to museums and libraries to enhance vaccine confidence at the local level.

The **American Library Association (ALA)**, the **Association of African American Museums (AAAM)**, the **Association of Children's Museums (ACM)**, the **Association for Rural and Small Libraries (ARSL)**, the **Association of Tribal Archives, Libraries, and Museums (ATALM)**, the **Network of the National Library of Medicine (NLM)**, and the **Urban Libraries Council (ULC)** are partners in the initiative. This network of museum and library professionals is working together to stimulate engagement across a broad and diverse set of communities, increase COVID-19 vaccine confidence in the short term, and work toward greater community health and resilience in the long term. [Read more about the Communities for Immunity partnership here.](#)

## SECTION 3

# FY 2021 Progress Toward Goals 1 through 3

This FY 2021 Annual Performance Report (APR), the third for IMLS since its shift from the Performance and Accountability Report (PAR) format for FY 2019 reporting, highlights the key goals reflected in the Agency's 2018–2022 Strategic Plan, providing the President, Congress, and the American public a high-level overview of how IMLS is working toward accomplishing its mission. This section of the APR outlines the goals and priorities of the Agency by describing

key awards made in FY 2021 to support each objective and highlighting evidence reported by prior year grantees in FY 2021. Section 4 highlights IMLS's success in meeting key performance measure targets in FY 2021, presents the highest-level outcome-oriented measures and information available, and reports on challenges that may have resulted in partially met or unmet targets.

## IMLS GRANTMAKING

In addition to awarding funds made available through the ARP Act and CARES Act, and managing the REALM project, IMLS performed its mission by making awards through its annual cycle of formula-based and discretionary grant programs. In FY 2021, the Agency made

new awards in 12 programs and continued monitoring previously made awards in 13 programs. The table below summarizes the number of awards made and the number of applicants for each program over the past five fiscal years.

### Summary of FY 2017 – FY 2021 Grants and Cooperative Agreements

Total Awards by Category*	FY 2021 awards / applicants	FY 2020 awards / applicants	FY 2019 awards / applicants	FY 2018 awards / applicants	FY 2017 awards / applicants
Grants to State Library Administrative Agencies (LSTA Formula Grant)	59 / 59	59 / 59†	63 / 63	63 / 63	62 / 63
National Leadership Grants—Libraries‡	39 / 94 / 172	42 / 85 / 155	50 / 83 / 155	79 / 187 / 323§	78 / 185 / 302§
Laura Bush 21st Century Librarian Program‡	39 / 71 / 127	37 / 65 / 113	32 / 45 / 96	42 / 53 / 174	36 / 59 / 122
Accelerating Promising Practices for Small Libraries	Not offered in FY 2021	19 / 51	30 / 144	Special funding opportunity launched	N/A
Native American and Library Services Basic Grants (non-competitive)	172 / 172	172 / 175	188 / 188	179 / 179	195 / 200

Total Awards by Category*	FY 2021 awards / applicants	FY 2020 awards / applicants	FY 2019 awards / applicants	FY 2018 awards / applicants	FY 2017 awards / applicants
Native American Library Services: Enhancement Grants	24 / 28	23 / 37	21 / 33	21 / 31	16 / 26
Native Hawaiian Library Services	3 / 6	3 / 8	3 / 3	3 / 4	4 / 6
National Leadership Grants—Museums	18 / 79	19 / 67	15 / 78	31 / 166 <sup>§</sup>	34 / 185 <sup>§</sup>
Museums for America	125 / 394	109 / 345	112 / 449	133 / 472	132 / 558
Museum Grants for African American History & Culture	24 / 72	22 / 58	14 / 37	26 / 40	16 / 32
Museums Empowered <sup>#</sup>	22 / 63	21 / 56	18 / 62	27 / 110	28 / 147
Native American/Native Hawaiian Museum Services	26 / 34	21 / 28	18 / 29	22 / 31	22 / 40
Inspire! Grants for Small Museums <sup>#</sup>	60 / 301	60 / 230	30 / 202	Special funding opportunity launched	N/A

\*A portion of available funds are used to support projects that may not be reflected in the total number of awards.

<sup>†</sup>Starting in FY 2020, the Pacific Competitive program was eliminated by statute and all entities received allotments.

<sup>‡</sup>Two-phase peer-reviewed process with an open round of preliminary proposals, from which selected applicants are invited to submit full applications. First number indicates number of awards; second number is full applications; and the third number is preliminary proposals.

<sup>§</sup>Data shown for the National Leadership Grant programs in FY 2017 and FY 2018 include applications and awards for the National Medals and Community Catalyst programs.

<sup>#</sup>Special funding opportunity within Museums for America.

## GOAL 1: PROMOTE LIFELONG LEARNING

### LANDSCAPE AND OBJECTIVES

IMLS seeks to promote lifelong learning by supporting library and museum projects that foster literacy, support cross-disciplinary and inquiry-based methods of learning, focus on lifelong learning for diverse families and individuals, and leverage the role of museums and libraries as trusted sources of information. In FY 2021, this support was more critical than ever to ensure the thriving of museums and libraries through a second year of the pandemic. For the nation's museums, momentum continued to grow in the collection and preservation of artifacts from underrepresented communities and enriching classroom curricula with museum-based pedagogies. Libraries leveraged physical and digital resources and library staff and community knowledge to support in-person, virtual, and hybrid services to sustain formal and informal learning in their communities. Museums' and libraries' ability to adapt and shift were critical to advancing lifelong learning during these unprecedented times.

OBJECTIVE 1.1	Enhance library and museum resources that foster early, digital, information, health, financial, media, civic, and other types of literacies.
OBJECTIVE 1.2	Support cross-disciplinary and inquiry-based methods of learning within museums and libraries.
OBJECTIVE 1.3	Invest in library and museum programs that focus on continuous learning for families and individuals of diverse cultural and socio-economic backgrounds and needs.
OBJECTIVE 1.4	Leverage the distinct role of museums and libraries as trusted sources of information.

### NEW AWARDS

#### Award Numbers

IMLS awarded 212 grants totaling \$20.4 million with awardee cost share of \$16.6 million in support of Goal 1.

#### Highlighted Projects Awarded in FY 2021

The **Seminole Tribe of Florida's Library Program** supports public libraries on four reservations in Central and South Florida. The tribe's four library branches are advancing patrons' knowledge and learning opportunities by supplementing and enhancing collections on the history of indigenous peoples in North America. They plan to identify culturally significant literature focusing on individual tribes spanning the Arctic to the Southwest. The materials they seek to add will focus on a wide range of topics, including Indian activism, economic development, Indian education, military history involving Tribal members serving in the United States military, and food sovereignty. [Read more.](#)

The **Delaware Contemporary** is creating a residency program for artists to provide teens with professional development and arts entrepreneurship opportunities. In partnership with local Title 1–designated high schools, approximately 100 students will engage with creative and museum professionals to generate individual and collaborative artworks, as well as participate in the planning and execution of a culminating exhibition, pop-up retail operation for work produced in the program, and two large-scale social activities at the museum for teens from across the region. Workshops will help students to develop cross-disciplinary skills in preparation for careers in creative industries. [Read more.](#)

The **Technology in Early Childhood Center at Erikson Institute** in Chicago is partnering with local public libraries to support the media literacy knowledge and confidence of librarians through professional development so they can effectively develop the skills of young children and families. Project outcomes will also include developing a scalable model of librarian professional development focused on media literacy in early childhood. [Read more.](#)

**Papahana Kuaola** in Hawaii is working to strengthen the connection between kanaka (people) and aina (land, that which feeds us) by developing and presenting community-based education programs focusing on the knowledge, use, and growth of Hawaiian food and medicinal plants. The project team will develop and implement nine sequential learning sessions, reaching 600 participants either in-person or online. Project activities will focus around the 63 acres of conservation land that Papahana Kuaola stewards and the identified native plants that flourish on the property. With the guidance of cultural practitioners and native plant specialists, staff will generate online curricula and hands-on workshops to bring these perspectives to the community. Participants will learn skills that can be utilized in everyday life while deepening their understanding and appreciation of Hawaiian culture. [Read more.](#)

The **Great Plains Black Museum and Interpretive Center** is creating an educational community program consisting of 24 workshop presentations on African American history and culture. Workshop participants will have the opportunity to learn how to research their ancestral history and will be introduced to Great Plains-based archival files that are the museum's community archival resources. This project will provide a cultural education experience that will help participants understand the African American experience in the Great Plains and throughout America. [Read more.](#)

The **Pyramid Lake Paiute Tribal Library** is preserving their Paiute language—Kooyoee Tuka—which is at risk of disappearing. The library will offer weekly Paiute language and discussion groups and classes led by tribal elders, as well as in-school Paiute language classes for daycare, Head Start, and high school students. The project also will feature weekly culture/craft classes that will emphasize tribal customs and a subsistence livelihood such as gardening, hunting, fishing, canning, beading, sewing, and ethnobotany. The library will document, store, and catalogue their library books and oral history, including recordings of elders, language, traditional songs, and stories, which will further the preservation of Paiute culture. [Read more.](#)

The **Lac Courte Oreilles Ojibwe College Community Library**, which serves as both an academic and public library, is digitizing historical collections with a focus on the Lac Courte Oreilles community newspapers. These collections serve as important primary sources documenting tribal elections, genealogy, and photographs, and the project will help inventory them. Other materials will then be identified for digitization, including scrapbooks, yearbooks, and newsletters. The library will work with its local history group to offer a writing and research workshop and encourage the sharing of stories on the library website. The project also will offer community programming around anniversaries of historic events. [Read more.](#)

## STORIES FROM RECENT PAST AWARDS

The **Museum of the Earth** at the Paleontological Research Institute highlighted the contributions of American women in paleontology through the creation of a traveling exhibition, programming for informal educators and classroom teachers, a website featuring additional content and educational resources, and the book **Daring to Dig: Adventures of Women in American Paleontology**. In collaboration with a middle school science teacher, the museum also prepared a draft curriculum with lesson plans using the online exhibit. The lesson plans are focused on equity and inclusion in science, women role models in paleontology and related fields, and careers in science. [Read more.](#)

The **Robbins House** is using IMLS funding to create interpretive materials to support the theme of the Long Civil Rights Movement (LCRM), from slavery to today. The museum is creating brochures, interpreting new artifacts, and making discoveries through primary research. The Robbins House has hosted listening sessions with school and board members on the relationship of the local generation of wealth through a sugar plantation in Cuba and has conducted tour guide training. Helping to nurture the next cohort of Black museum scholars, the Robbins House has engaged two college students and one Brown University student funded through this grant. Due to the pandemic, the Robbins House has adapted programming and tours and completed two more video recordings, eNewsletters, and created a family tree exhibit visible from the outdoor windows. [Read more.](#)

The **Alameda County Library**, along with partners from the **American Library Association's Office of Intellectual Freedom**, the Data & Society Research Institute, and librarians from across the country, is furthering an extensive privacy knowledge plan by actualizing the findings in a practical application: Privacy Advocacy Guides. ALA and the Alameda County Library partnered to create the Privacy Advocacy Guides with the hope of supporting library workers with real-life ways

they can improve privacy and digital security in their libraries. They did this by gathering library privacy experts to author easy-to-use guides and more privacy experts to review and provide feedback on the content. There are seven completed guides covering topics important to librarians and a template for creating future guides. The guides have been presented at library conferences such as ALA Annual 2021, and there are plans to present at future library conferences such as at PLA in 2022. [Read more.](#)

To call attention to the racial injustice that Till's death represents, the Mississippi-based **Emmett Till Memorial Commission of Tallahatchie County** created a smartphone app to guide visitors through virtual or onsite tours of 22 sites related to his murder. The app provides GPS directions to specific landmarks and offers historical and contemporary photos, narration, digital access to archival documents, social media check-ins, and historical documentary footage at each site. Entries on 17 Mississippi sites and five Chicago sites with input from the Till family have been developed. A University of Kansas student added archival items to the app from the Emmett Till Archives at Florida State University, and photos of each of the site have been uploaded. Short videos for specific sites have been developed and are being added to the app. VR/AR options for the app are being explored for the next iteration. [Read more.](#)

In 2020, with help from IMLS funding, **the Detroit Zoo** began expanding its Thriving Together program, which engages youth ages 13–19 and the broader community in conversations around environmental issues. InsideOut Literary Arts students from neighborhoods throughout Detroit learn from experts in the fields of conservation and animal care, and then show their own self-expression and the pressing issues in their own communities through poetry and other literary works about these topics. As a result of COVID-19, classes were changed from in-person to virtual and were shortened from 4.5 to 2 hours. Students were also given prompts for engaging in nature observation outside of the classroom. During the first learning experience, students

recorded themselves performing poems and their recordings were compiled into a video that was shared with them and partner organizations. A virtual performance was held for students' families and partner organizations after the second learning experience. [Read more.](#)

The **Art Center of the Bluegrass** completed the first year of a two-year grant to expand the reach of its free field trip program in central Kentucky. The Art Center welcomed 1,325 students for virtual field trips, surpassing its goal of 1,200 students despite the challenges posed by the COVID-19 pandemic. The virtual format allowed The Art Center to reach a wider geography than with in-person field trips alone. In addition to serving "core" students located in Boyle County, the museum connected with students in five additional counties. None of the schools in those counties had ever visited the Art Center in person, making this a tremendous opportunity to reach new audiences with the program. The Art Center created a recorded video presentation of the field trip content to make available to teachers and students who were not able to participate in the live video sessions. The video was very well received and will also be a useful tool for future learning in years to come.

The **Klamath Tribes** successfully completed and produced a documentary video as an educational resource for communities in the Klamath Basin. The documentary received national and international coverage in the U.S., Germany, and France, and was seen by Congress, state officials, and within Klamath County and its schools.

The **Sealaska Heritage Institute** is enhancing the "Our Grandparents' Names on the Land" exhibit. Aimed at school children, the general public, and visitors to Juneau, this exhibit showcases the multi-faceted attributes of the region's indigenous place names. The exhibit features a large, interactive, touchscreen multimedia tabletop with a total of 3,500 Native place name locations displayed on a satellite map of Southeast Alaska. In 2021, the focus switched to recording videos of elders but, due to COVID, the

team recorded 18 videos instead of the 30 videos initially proposed. However, the team exceeded their digitization goal, linking 346 photos and documents, greatly surpassing the proposed 70.

The **Pacific Library Partnership (PLP)**, in partnership with the Center for Childhood Creativity (CCC) at the Bay Area Discovery Museum (BADM), successfully completed the second year of the Reimagining School Readiness (RSR) toolkit implementation. The project exceeded its plans to partner with six states in the project's second year, expanding across nine states. Based on Year 1 feedback, PLP adapted the toolkit and associated resources to ensure it was equipping librarians with robust tools to help caregivers prepare children ages 0-8 for success in school and life. PLP created new resources, a shorter version of the program survey, four additional sets of conversation starters targeting learning and play categories, two new case studies, flyers with school readiness tips aligned by age, and photos to accompany social media messages. BADM trained library staff from both the four Year 1 states and nine new Year 2 states as trainers. An external evaluator also conducted a mixed-methods evaluation of the RSR Toolkit and Train-the-Trainer program.

The **Arizona State Library Archives and Public Records** built poly-formatted book boxes for circulation throughout the state. The boxes included a twin-vision format of the book, which is a picture book that has been rebound with large print and Braille pages. Tactile representations and an audio version of the book were also included to help readers of any age practice vital pre-literacy skills, vocabulary, concept development, and Braille. Because of the level of interest in this program, the library has been meeting with distribution partners and has developed several options to keep everyone healthy. The library will continue this project with an increased focus on sanitizing, keeping families safe, while still interacting and working on emergent literacy.



**Pennsylvania Office of Commonwealth Libraries** provided support to Pennsylvania public libraries for Summer Learning and science, technology, engineering, art, and math (STEAM) programming. Two notable project activities that address these initiatives include Summer Program Relief Funds and Tinkering Kits. The Summer Program Relief Funds project provided 96 public libraries with funding to support summer activities. Participating libraries used funds to purchase materials, supplies, and services for program activities for community youth and families. The Tinkering Kit project provided 105 STEAM kits to public libraries. Participating libraries used kit items for programming, in-library use, and distribution in circulating or crafting kits. Libraries participating in these activities were able to enhance learning opportunities for the benefit of Pennsylvania youth.

**Georgia Public Library Service's PRIME TIME FAMILY READING TIME® (PT)**, created by the Louisiana Endowment for the Humanities, is a reading, discussion, and storytelling series based on illustrated children's books. PRIME TIME is designed specifically for underserved families with children ages 6 to 10, and pre-reading activities are also available for preschool siblings. The program is intended to help economically and educationally vulnerable families bond around the act of reading and talking about books. In each 90-minute session, a storyteller demonstrated effective reading-aloud techniques, and translators helped facilitate the discussion in both Spanish and English. These discussions were centered on humanities themes, such as fairness, greed, and dreams, and featured award-winning children's books that incorporated culturally diverse titles. There were 21 PRIME TIME sites in Georgia this year, and 100% of libraries reported an improved relationship with the target population as a result of implementing the program.

The **University of Akron Main Campus** identified librarians' role in helping patrons and students identify misinformation they encounter and make more informed voting decisions. The University of Akron's Bierce Library and Cleveland State University's Michael Schwartz Library invited a PhD student at Northwestern University's School of Education and Social Policy, who has researched and developed interventions in news media education, to design and offer training to improve news literacy educational efforts and interventions in libraries. This training was offered to library workers in all kinds of libraries—school, public, academic, and special—through Google Classroom. The training benefitted 19 library workers from around the state and engaged them in both learning and applying news literacy skills using examples from their respective local news outlets.

## GOAL 2: BUILD CAPACITY

### LANDSCAPE AND OBJECTIVES

IMLS seeks to build field capacity by supporting the development of library and museum staff, adoption of best practices and innovations, and museums and libraries in serving as trusted spaces for community engagement and dialogue. In FY 2021, awards in this area to museums focused on strengthening institutions' relevance and service to the public, especially around issues of intercultural understanding and sustainability. Organizational and staff capacity building in the nation's libraries focused on several key areas: serving and meeting the needs of diverse library users, applying evidence-based practices for assessing library value, and understanding the impact of libraries services on the health, resiliency, and wellbeing of their communities.

OBJECTIVE 2.1	Support the recruitment, training, and development of library and museum staff, boards, and volunteers, helping to grow a skilled, professional workforce.
OBJECTIVE 2.2	Encourage library and museum professionals and institutions to share and adopt best practices and innovations.
OBJECTIVE 2.3	Identify trends in the museum and library fields to help organizations make informed decisions.
OBJECTIVE 2.4	Promote the ability of museums and libraries to serve as trusted spaces for community engagement and dialogue.

### NEW AWARDS

#### Award Numbers

IMLS awarded 140 grants totaling \$26.7 million with awardee cost share of \$15.2 million in support of Goal 2.

#### Highlighted Projects Awarded in FY 2021

**Coastal Maine Botanical Gardens** is implementing a 36-month project, "A Garden That Builds Community, A Community That Gardens: Growing Horticulture for a Sustainable Future," aimed at expanding horticulture's role in the community. They will establish a community of practice to address an urgent regional community need for new career paths and trained recruits in sustainable horticulture. The Botanical Gardens will leverage its collections, staff, facilities, and partnerships to provide community-driven, co-created professional training in aspects of consumer horticulture and to create trusted spaces for community learning. They will create three independent community catalyst tracks, focusing on Experiential Education for Youth, Advanced Studies in Horticulture for Landscapers, Design Professionals, and other Practitioners, and Community of Practice Development for Horticultural Therapy. [Read more.](#)

The **Children's Museum of Indianapolis** is increasing its capacities to prepare for and respond to new and evolving cybersecurity threats, including those related to the COVID-19 public health emergency. Project activities will include enhancements to critical information technology (IT) infrastructure, cybersecurity training and coaching for museum staff with a consultant, and implementation of the existing IT Disaster Recovery Plan by introducing physical and cloud-based offsite backup systems. The impact of the project activities will be an improvement to security infrastructure and practices across the museum, enhancing the museum's ability to serve its public safely and securely through innovative new virtual programs launched at the outset of the pandemic. [Read more.](#)

The **Chinese Culture Center of San Francisco** is creating a seven-month exhibition, entitled “XianRui: Cathy Lu,” and community Youth Engagement Program, exploring relevant topics that reflect on the state of Asian American identity and xenophobia facing the community. Programming will be co-designed with the Community Youth Center and lead artist Cathy Lu to serve Chinatown youths, and the Chinese Cultural Center of San Francisco will provide free admission as well as bilingual-printed postcards and brochures. This project will feature artistic work that highlights youth stories, which will engage their creative voice, giving them critical and inventive tools to re-examine their neighborhood and create supportive and facilitated spaces to work together. [Read more.](#)

The **Children’s Discovery Museum of San Jose**, in partnership with the Association of Children’s Museums, the Association of Science and Technology Centers, and Garibay Group, is developing and will disseminate a suite of resources that support institution-wide efforts by museums to incorporate diversity, equity, access, and inclusion (DEAI) practices into their operations in effective, manageable, and actionable ways. Project activities include the development of DEAI tools such as infographics, diagnostic assessments, reflection and strategy guides, and webinars. Resources will be available free of charge and disseminated through partnerships with national and regional museum associations. By developing new DEAI resources that support culturally competent museum operations, the project will empower museums to shift their internal practices to be more inclusive and equitable. [Read more.](#)

Leveraging and expanding on previous **Providence Public Library (PPL)** work in data visualization, data analysis, and data programming for diverse youth and adults, PPL is seeding an innovative, responsive, holistic education program called Data For Good in partnership with institutions across the country. Data skills are increasingly fundamental to a number of jobs and industries and in daily life. Concurrently, there is growing recognition of the potential for today’s wealth of data to serve

as a powerful tool for addressing critical and emerging social issues and driving positive change. Data For Good programming has the potential to engage and impact teens and adults across a broad age spectrum, according to individual community’s needs, demands, and priorities. Benefits to partner institutions, communities, and their learners will include empowering community members with data skills that are increasingly broadly relevant across industries, occupations, and daily life. [Read more.](#)

**Northern New York Library Network**, in partnership with the Alaska, New York, South Carolina, and Texas State Libraries, is developing and testing models of valuation for libraries to assess their impact on social wellbeing outcomes in their local communities. The research question at the center of the project is “What is the Tribal and public library’s measurable value to their local community?” This interdisciplinary research builds on prior assessment and valuation studies to establish a new approach: an evidence-based model of the effects libraries have within their communities measured in terms of wellbeing. [Read more.](#)

The **University of Florida** is partnering with Bates College and California State University, Fresno, to enhance the discoverability of middle grade (MG) and young adult (YA) novels featuring characters who are Black, Indigenous, and people of color (BIPOC). This partnership builds on the Diverse BookFinder (DBF), an organization that has cataloged and analyzed thousands of trade picture books featuring BIPOC characters that were published or distributed in the U.S. since 2002. The team will adapt and expand the metadata behind DBF to include MG and YA novels and incorporate information about book quality. Project activities include adapting DBF metadata so that it is appropriate for MG and YA books, adding metadata to describe book quality and content and updating the database, creating, and supporting a community of practice that places metadata application in the hands of library professionals, and ensuring project sustainability and continuous access to participant training materials. [Read more.](#)

The **Ferguson Library**, in partnership with Benetech, is improving libraries' services for people with disabilities and reading barriers by developing educational resources and building the capacity of libraries to increase the accessibility and customization of digital resources and reading materials. The project team will conduct a broad-based needs assessment of the library community, develop a guiding roadmap to foster accessibility efforts nationwide, and pilot a sample training module that instructs library workers in modern accessible reading technologies and digital services. Ten partner organizations will support this project representing a diverse set of libraries around the country and eBook industry stakeholders. [Read more.](#)

The **University of North Texas** Departments of Information Science, Learning Technologies, and Linguistics, in partnership with the International Association of School Librarians, is holding a forum about building the capacity of school librarians to provide services for English language learners (ELLs). The forum will convene an interdisciplinary group of contributors that will include the school library community and ELL stakeholders, such as linguists, ELL community members, public librarians, educational technologists, teachers, and school administrators, to explore the professional development needs of school librarians regarding strategies and best practices for teaching ELLs. The anticipated outcomes include (1) a white paper with an action plan that includes training recommendations to better prepare school librarians for working with ELLs and strategies for building partnerships with the ELL community and (2) a toolkit featuring resources and research-based strategies for serving ELLs in school libraries. [Read more.](#)

**Fisk University** is collaborating with the Los Angeles County Museum of Art and the Alliance of HBCU Museums and Galleries to train students in conservation and registration and perform an assessment of the Fisk Galleries' holdings. The project goals are to increase public access to Fisk University's collection through a collections assessment and to build capacity

through the recruitment and training of 25 HBCU students in the fields of conservation and registration. Through this program, Fisk hopes to demonstrate that museums can affordably provide training for new entrants to the conservation and registration fields without requiring unpaid internships or further graduate study. [Read more.](#)

The **Wyandotte Nation Library** in Oklahoma is addressing community needs based on results from their three-year strategic plan involving tribal leadership and their rural, tribal community. The project will create a literacy station to provide early, digital, and other literacies to youth and their families; the formation of a club to conduct science, technology, reading, engineering, arts, and mathematics lessons; and family event nights with culture and native craft lessons to advance cultural and civic engagement. The project will enhance cultural awareness through the discovery of Wyandotte culture heritage and crafts, increase interest in Wyandotte language, and build youth confidence in a range of subject areas. [Read more.](#)

## STORIES FROM RECENT PAST AWARDS

The **Center for Gender Equity in Science and Technology at Arizona State University** partnered with the **University of Michigan School of Information** to provide professional development to public librarians across three systems using the CompuGirls program model. CompuGirls is a well-established evidence-based and culturally responsive program for young women of color to help them develop computational thinking skills. The COVID-19 pandemic presented challenges because the program is most effective when participants can build relationships in a shared space. Rather than exit the program, the librarians collaborated with the research team on creating modifications to the curriculum that could work in a virtual format. In order to make the program more sustainable, the team focused on supplementing its "plugged" curricular activities with "unplugged" versions that can be completed by participants with no or unreliable internet. [Read more.](#)

The **University of South Carolina** has been working on how libraries impact the health-related information needs and practices of individuals within LGBTQIA+ communities. In 2018, they received a Laura Bush 21st Century Librarian grant to position public libraries as community anchors that can understand the health-related information needs and develop inclusive services, spaces, and collections for the LGBTQIA+ community. They partnered with the South Carolina State and Richland Libraries to conduct interviews, community forums, and focus groups. Transitioning focus groups from in-person to virtual greatly assisted in recruitment for the project. Online focus groups have also provided an alternative strategy on how to engage with future participants who wish to preserve their anonymity and minimize travel. Several effective strategies have been developed, including scheduling several sessions ahead of time and allowing participants to choose, recording quick instructional videos on how to use the video-conferencing software, and using the waiting rooms feature in virtual platforms to make sure that all participants changed their names to pseudonyms before entering the main room. [Read more.](#)

The **University of Minnesota** is creating an Open Platform for Authoring Open Textbooks, an application that will provide a strategic infrastructure for writing, designing, and producing open textbooks. The platform will provide structural supports to help authors delineate and apply consistent instructional design across all elements of a textbook. Content import/export functionality will be compatible with existing publishing technologies through standard data and file structures. The platform will also enable collaboration for faculty to work with authors, librarians, editors, peer reviewers, instructional designers, and other contributors who can help authors create quality textbooks. This project aims to expand the capacity for the authoring of OER materials and is proceeding on track and design sessions with the steering committee have been effectively conducted virtually due to COVID.

The **University of Texas at Austin**, in partnership with experts at Florida State University, is investigating how small and often rural libraries contribute to community viability. Investigators will focus on the factors important in library resiliency in the face of disasters and crises. For librarians without a close relationship to local government, managing decisions about how their library should respond to the COVID-19 pandemic was a stressful process. However, strong ties with other local libraries helped librarians navigate decisions about re-opening their doors when local numbers of COVID infections were high. Overall, relationships with local city and county government comprised a key factor in community resiliency for 10 coastal libraries in Texas.

**San Jose Children's Museum**, in partnership with the American Alliance of Museums, the Association of Children's Museums, and the Association of Science and Technology Centers (ASTC), is expanding the scope of the Cultural Competency Learning Institute (CCLI), which is designed to help museums increase their institutional capacity for addressing diversity and inclusion. In response to the events of 2020, CCLI released the National Landscape Study: DEAI Practices in Museums and introduced a series of well-attended public DEAI webinars. The project also facilitated dialogue with three national associations about the ecosystem of DEAI efforts, identifying audiences, gaps, and goals, presented three sessions at the virtual ASTC conference, including an invited session facilitated specifically for CEOs around equity, and supported CCLI alumni institutions as they have navigated the challenges of this year. More than half of participating museums completed their year-long professional development by February 2021, with the remaining institutions on track to finish in early 2022.

The **New England Aquarium** is building a national community of educators from informal science centers to support teenage youth in developing civic leadership skills. The project will create a youth leadership toolkit to be shared with the wider museum field through online and in-person workshops. Year 2 started off with monthly meetings and a planned in-person meeting in Sarasota, Florida, at Mote Marine Lab. COVID-19 affected all the involved institutions, specifically with staffing and the inability to run in-person programming. Through the work of developing a community of practice, the organizations were able to support one another while still working on the project by finding new and creative ways to incorporate civic engagement into their programs. A toolkit for distribution focused on incorporating civic engagement into youth programming curriculum is nearly completed.

The Getty Leadership Institute at **Claremont Graduate University** is developing, launching, and managing an online mentoring network and platform for museum professionals, POLARIS: The Museum Mentor Network. Participants can post their profiles on the platform and find a matching mentor through a self-selecting process. The project's widely attended IDEA Summit 2021, on June 1–3, 2021, focused on the intersections of DEAI values, mentoring, and leadership development.

The **Salt Lake City Public Library (SLCPL)** partnered with the National Digital Inclusion Alliance (NDIA), the Urban Libraries Council (ULC), and IMLS to bridge the digital divide in Salt Lake City through a pilot project in the fall of 2020. The goal of the program was to provide one-to-one basic digital inclusion services—connectivity assistance, device assistance, and basic digital skills support over the phone. These services were delivered by Digital Navigators who respond to calls for support from community members, who may reach out via a “hotline” or be referred by community partner organizations. SLCPL and its community partners provided Digital Navigator services to 585 community members over the 10-month pilot period and

according to the post-assessment survey, 90% of the respondents accomplished their digital literacy goals. This work was also shared and coordinated nationwide through NDIA and ULC.

**Montana State University (MSU)** is developing an open-access, culturally relevant, and responsive curriculum for school librarian preparation programs with an emphasis on Indigenous perspectives. Using this curriculum, MSU will recruit, train, and support school library professionals in Alaska and Montana. Montana State University will redesign its master's level Library Media Certificate curriculum to align with best practices for culturally relevant education. MSU completed curriculum redevelopment and recruited its first class of students. In addition to the scholarship recipients, 35 students are paying full price to enroll in the new culturally relevant for Indigenous perspectives school librarian certification program. This suggests a need for school library certificate programs and an interest in programs focused on Indigenous education.

The **Quapaw Tribe of Oklahoma** is preserving and promoting the rich heritage of the Quapaw Tribe, specifically the art of pottery; increasing access to information by enhancing and improving the resources of the library; promoting literacy, especially for early learners; and providing area elementary students with STEAM learning experiences. When the pandemic caused the cancellation of in-person classes, the library started a STEAM Kit Delivery Service. Over the course of the pandemic, 1,300+ STEAM kits were packed for delivery or pickup. The feedback from this project was tremendous, both from students, teachers, and parents. Classrooms were also set up for social distancing and a variety of traditional classes were offered including moccasin making, beading classes pottery, and cooking classes. The library hosted a “Virtual STEAM Fair,” which featured unique student projects.

**The Delaware Division of Libraries' (DDL)**

Professional Development initiative provides a consistent level of quality, up-to-date services at libraries throughout the state. Activities undertaken to achieve this goal included professional development opportunities for Delaware library staff. Notable was the increase in the demand for professional development when libraries closed and then shifted to curbside service because of COVID. Compared to the same time the year before, there was a 298% increase in the number of learners and a 120% increase in the number of learning opportunities provided or sponsored by DDL.

The **Niles District Library** is developing a social work program for rural public libraries. This is the third year of the project, which provides social work services and field instruction for social work interns at partner libraries in Berrien, Cass, and Van Buren counties. Library patrons struggle with a wide range of challenges in their daily lives. Traditional reference services are often an inadequate response that requires patrons to navigate a complicated web of agencies and organizations that even library staff have difficulty understanding. The project ameliorates these issues by providing patrons with information, referrals, and resources, as well as developing collaborative relationships with local social service agencies.

**The District of Columbia Public Library**

engages with library customers experiencing homelessness or at risk of homelessness, mental illness, and/or substance use disorders. Peers are individuals with lived experience of homelessness who meet customers at library branches to assist those that need support to obtain critical documents such as birth certificates, government photo identification, and social security cards. Peers work with customers to find shelter, housing, treatment programs, mental health services, food, clothing, and much more. Peers function as role models by demonstrating their competency in personal recovery with the deft use of coping skills, and by serving as a consumer advocate who provides clients with information and support.

## GOAL 3: INCREASE PUBLIC ACCESS

### LANDSCAPE AND OBJECTIVES

IMLS works to increase public access to museums and libraries by supporting library and museum stewardship, investing in tools and technology that enable people of all backgrounds and abilities to use museums and libraries, investing in policies and partnerships that address barriers to access, and engaging in effective communications. FY 2021 grants in this area supported museums in marrying traditional collections preservation with digitization strategies and engaging community members—especially those from marginalized communities—in curating and exhibiting unheard stories. The events of the past two years heightened library and information science (LIS) interests in Open Educational Resources (OER), amplified the visibility of underrepresented and invisible archives, and fueled investment in community memory projects with a particular focus on capturing and sharing the pandemic experiences.

OBJECTIVE 3.1	Support the stewardship of museum and library collections at institutions of all types and sizes.
OBJECTIVE 3.2	Invest in tools, technology, and training that enable people of all backgrounds and abilities to discover and use museum and library collections and resources.
OBJECTIVE 3.3	Invest in policies and partnerships that address barriers to accessing museum and library collections, programs, and information.
OBJECTIVE 3.4	Increase access to IMLS, museum, library, and community knowledge through effective communications.

### NEW AWARDS

#### Award Numbers

IMLS awarded 200 grants totaling \$23.8 million with awardee cost share of \$18.4 million in support of Goal 3.

#### Highlighted Projects Awarded in FY 2021

The **Lac Courte Oreilles (LCO) Museum and Visitors Center** is partnering with the LCO Ojibwe College to develop and install exhibits at the museum and four other locations on the reservation with the common theme of “Ikwe—The Women of LCO.” The exhibits will focus on seven areas in which LCO Ikwe have excelled: traditional arts, public media, education, community health, military service, social action, and those who raised large families. Photos and other documents used in the exhibits will come from the LCO Museum and the LCO Ojibwe College, in addition to several historical repositories in the region. Five tribal elders will assist in gathering information from families in the community about previous generations of Ikwe in addition to serving as docents upon the opening of the exhibits. [Read more.](#)

The **North Carolina Maritime Museum** is improving the conservation lab at their Beaufort location and is processing underwater archeological artifacts including contents recovered from sunken U-boats and Civil War shipwrecks and represent more than 300 years of North Carolina maritime life. The museum will expand its conservation capabilities by purchasing an array of new equipment. A better equipped lab will allow the museum to treat larger and more complex items inhouse and prepare them for display more quickly. All conservation work will be done in public view as a “living exhibit.” A paid intern will help with conservation tasks while engaging the public in learning about conservation science and underwater archaeology. [Read more.](#)



The **Suquamish Indian Tribe** is updating an oral history project conducted from 1981–1983 that has guided the development of the Suquamish Museum for over 30 years. The project will engage the 78 Suquamish elders who are 70 years of age and older to document their biographical, cultural, and personal knowledge for use in more contemporary programming and museum exhibits. Although the tribe recognized the need to gather oral histories during a retreat in 2018, the COVID-19 pandemic not only increased the sense of urgency but provided time to consider a plan for the project. Collecting oral histories of experiences in the more recent past will guide long-range planning and help the museum focus its collections acquisitions for the next foreseeable decades. [Read more.](#)

The **Alabama African American Civil Rights Heritage Sites Consortium** is providing access to primary source documents and individual stories about the places and people of the civil rights movement at 20 sites in Montgomery, Selma, and Birmingham. The project will identify and digitize paper documents, public records, photographs, and other materials that authenticate the history and culture of the historic sites and their communities through Community Curation events to encourage local citizens to share materials from their family and personal collections. The oral history collection will be expanded from 21 current interviews to over 50 during the project period. A digital archivist is overseeing the development of the digital archives, and managing digital collection storage, searchability, security, and accessibility. The project includes two paid research fellowships for graduate students and three paid internships for students. This collection will give a voice to community activists and leaders whose stories have largely gone untold and unrecorded. [Read more.](#)

The **Pacific American Foundation** is developing a comprehensive searchable database focused on federal efforts to colonize five remote islands in the Pacific leading up to World War II (1935–1942). The project will highlight the contributions and sacrifices made by Native Hawaiian colonists, known collectively as Hui Panalā'au. The Hui Panalā'au Digital Collection will provide access to primary and secondary source documents, film footage, oral history recordings, and photographs housed at seven public and private repositories in Honolulu and the National Archives. The goal is to connect Native Hawaiian youth, families, communities, students, and researchers to a range of resources documenting the Hui Panalā'au story. [Read more.](#)

## STORIES FROM RECENT PAST AWARDS

The **Emily Dickinson Museum at Amherst College** improved the management and accessibility of its entire collection of 7,000 artifacts encompassing the personal effects of Dickinson and her family, upholding its mission to spark the public's imagination by amplifying Dickinson's revolutionary poetic voice from the place she called home. The collection's records and images will be publicly accessible and searchable online on the museum's website. Due to COVID there have been some changes to the project, but the museum has been able to press ahead with hiring project staff and giving them access to the collections. In particular, graphic documents and other items that can be accessed remotely have been processed, catalogued, photographed. [Read more.](#)

**Koniag, Inc.**, in partnership with the **Alutiiq Museum**, created a twelve-chapter (730-page) manual on identifying Alutiiq tools and the materials from which they were made. A printed copy of the manual is available in the museum's lab in a set of three-ring binders. A digital copy is available on the museum's website. The entire manual is carefully archived on the museum's cloud server. The manual has two classification systems, one for artifacts and another for raw materials. The classification was evaluated by volunteers, a geologist, and two archaeologists,

and their comments were used to improve the presentation. The systems have been used by museum staff to successfully complete artifact cataloging projects this fall. Other organizations caring for Alutiiq objects are starting to use it as well. The entire manual is available for download on the museum's website and its availability was advertised via social media posts, an email broadcast to museum supporters, and by a post to the statewide Alaska Museums listserv.

The **Hawaii Department of Land and Natural Resources**, through the Kaho'olawe Island Reserve Commission (KIRC), is continuing to improve the utility of the Kaho'olawe Virtual Museum and Kaho'olawe Island guide mobile application. The project team will collaborate with archival and cultural specialists to expand and improve collections management, both digitally and physically; process and rehouse a special collection; and enhance the user experience with the digital applications. To date the additional archival space (office) has been organized. Collaboration with the Maui Ocean Center (MOC) with their exhibit "Kaho'olawe A Story of History and Healing" continues. Once the new website is officially launched, the department will be posting content from the site once a week to promote Living Library and to engage the current KIRC/Kaho'olawe online community as well as potential new followers.

The **Hula Preservation Society (HPS)** successfully stewarded and digitized 955 items from the collection of its late founder, Nona Kapuailohia Beamer, a hula master, composer, author, activist, community leader, and teacher. Items included 500 newspaper pieces, 100 hula teaching materials, 15 unpublished stories/scripts, 300 manuscripts, and 40 historical videos. 110 of these materials were made available for public research and access through Kauhola and HPS's VimeoDigitized sites. Collection materials were also loaded onto a secondary site to provide backup public access. The Nona Beamer Collection remains the largest single hula master collection at HPS.

In Florida, **Broward County Libraries Division's** African American Research Library and Cultural Center (AARLCC) pilot project developed **Virtual AARLCC** to expand access to AARLCC's unique Special Collections through 3D modeling and Augmented Reality (AR). The pilot project, which 3D-scanned 20 African artifacts, culminated in an exhibit website, a guided online tour of the exhibit, and a library-based AR experience of the exhibit. Virtual exhibits provide a means to experience a display of artifacts that might not otherwise gain much exposure in the real world for various reasons. This virtual exhibit provided interesting ways of expanding access and enhancing engagement with library resources, such as the special collections that are usually kept in storage, hidden from public view.

**State Library Services at the Minnesota Department of Education** connected Minnesota library staff, educators, students, and other interested parties with thoughtfully curated books by and about Native Americans. In partnership with the Office of Indian Education and several other partners (i.e., St. Catherine University Masters of Library and Information Science Program; Fond du Lac Tribal and Community College; the University of Minnesota's Kerlan Collection; St. Cloud State University; and Birchbark Books), State Library Services refined and promoted a resource list of authentic and appropriate materials for teaching the K-12 Minnesota Language Arts and Social Studies Standards pertaining to American Indian Tribes and communities. A core collection of approximately 100 featured titles was maintained at three public libraries around the state, which is also available via interlibrary loan.

## SECTION 4

# FY 2021 Progress Toward Goal 4: Achieve Excellence

Goal 4 addresses IMLS's focus on achieving excellence by strategically aligning its resources and relationships to support libraries and museums nationwide. Goal 4's objectives reflect both inward into processes and activities that support IMLS's mission and other agency priority areas and outward to leveraging partnerships with other agencies and outside organizations. The internal performance targets articulated below cover the following broad areas: IMLS Award Lifecycle; Evaluating Formula-Based and Discretionary Grant Programs; Survey Collections and Research; Policy Development, Partnerships, and Interagency Activities; and Other Activities Supporting IMLS's Mission.

Objective 4.1	Attract, develop, and engage an effective and dedicated workforce, fostering innovation, collaboration, and learning.
Objective 4.2	Adapt to the changing needs of the museum and library fields by incorporating proven approaches as well as new ideas into IMLS programs and services.
Objective 4.3	Design IMLS grants and awards to encourage communities to invest resources, funding, and other support for museums and libraries.
Objective 4.4	Seek effective partnerships with federal leadership and nonprofit and private organizations to promote the public value of museums and libraries.

## 4.1 IMLS AWARD LIFECYCLE

Many of IMLS's performance targets center around the award lifecycle, from planning and announcing funding opportunities, reaching out to potential applicants, and receiving and

processing applications to ensuring quality peer review, issuing awards, providing support and oversight through awards monitoring, and final closeout.

FY 2021 Target	FY 2021 Actual	Successes and Challenges	Status
PLANNING AND ANNOUNCING FUNDING OPPORTUNITIES			
Office of Library Services (OLS) will assist with development and approval of 6 Notice of Funding Opportunities (NOFOs) to support clearance by OMB for posting by August 31, 2021.	All OLS NOFOs were created and posted in a timely manner in FY 2021. In addition to the regular 5 programs, a 6th program was a joint OLS/OMS NOFO to support ARP funding.	The increased standardization of the NOFO authoring process has helped considerably in streamlining the work required for this activity.	Met
Office of Museum Services (OMS) will assist with development and approval of 6 NOFOs to support clearance by OMB for posting by August 31, 2021.	OMS assisted with development and approval of 6 NOFOs that were cleared by OMB on July 29, 2021, and posting on August 16, 2021.	Careful workflow calendaring and interdepartmental collaboration allowed OMS to meet this target.	Met
REACHING OUT TO POTENTIAL APPLICANTS			
Office of Library Services-Discretionary (OLS-D) program staff will provide 6 webinars for potential applicants by September 30, 2021.	OLS-D created and recorded 5 public webinars targeting 7 potential applicant populations in FY 2021. 4 programs were merged into 2 webinars (NLG/LB21 and ARP ML/NANH were both merged) and targets were achieved in a more efficient manner over the previous year.	IMLS was successful in achieving the stated objective however we were able to accomplish our objective following a more efficient approach. With many commonalities between the two programs, there wasn't a real need to create separate webinars. Instead, program staff created one and highlighted the distinctions between the two programs.	Met
OMS program staff will provide 7 webinars for potential applicants by September 30, 2021.	OMS program staff provided 7 webinars for potential applicants by September 7, 2021.	Pre-recorded webinars allowed OMS to avoid scheduling and registration barriers, making this information more accessible for users. In FY 2021, applicant webinars on YouTube received 8,471 views. A FY 2022 target will build from this baseline.	Met
OLS will make presentations for at least 9 external convenings/associations by September 30, 2021.	OLS-D participated in 12 convenings in 2021, including presentations at ALA, ASERL, CUR and others.	Although we met the target objective, there is much room for improvement in how we strategically position ourselves to have the greatest impact on the communities we serve. For FY 2022, OLS-D will hold strategy meetings in advance to determine best outreach for the year, with an increased emphasis on the underserved.	Met
OMS will make presentations for at least seven state museum associations by September 30, 2021.	OMS made presentations at eight state museum associations by September 30, 2021 (WV, NE, TX, HI, NC, PA, OK, ID).	The pandemic provided an opportunity to experiment with reaching out to state museum associations without incurring travel costs. Virtual presentation options made these sessions widely accessible, affordable, and timely.	Met

FY 2021 Target	FY 2021 Actual	Successes and Challenges	Status
<b>ENSURING QUALITY PEER REVIEW</b>			
99% of OLS applications will be reviewed by at least 3 reviewers.	483 of the 485 (99.6%) application reviews completed in 2021 had at least 3 reviews performed by 3 unique peer reviewers.	Fewer reviews had a direct impact on the overall quality of the awards we make. A minimum of 3 reviewers per application is a long-standing benchmark for the IMLS review process. Equity within the reviewer pool is an additional goal that should be pursued in FY 2022.	Met
OMS will recruit over 400 museum professionals by January 31, 2021, to serve as reviewers for FY 2021 applications.	OMS recruited 483 museum professionals by January 31, 2021, to serve as reviewers for FY 2021 applications.	OMS learned that being more proactive in providing potential reviewers an explanation of the virtual review process reduced potential reviewer questions and accelerated commitment.	Met
<b>ISSUING AWARDS</b>			
OLS will make all discretionary awards by August 22, 2021.	All OLS-D regular in-cycle grants were made by August 22 however there were a few out-of-cycle awards that were made in the final month of the fiscal year.	August 22 is a reasonable target for in-cycle awards however out-of-cycle should, in many cases, follow in-cycle and will need to occur in the final month.	Partially Met
OMS will participate in the processing and review of applications to the Save America's Treasures program by July 31, 2021.	OMS participated in the processing and review of applications to the SAT program by July 31, 2021.	Working effectively with IMLS partners—NPS, NEA, and NEH—allowed timely target to be met.	Met
OMS will make all NANH and AAHC awards by May 22, 2021.	OMS made all NANH and AAHC awards by May 21, 2021.	Careful workflow calendaring and monitoring, and leveraging lessons learned for managing the award making process virtually allowed OMS to meet this target.	Met
OMS will make all NLG and the three Museums for America program awards by July 22, 2021.	OMS made all NLG and the three Museums for America program awards by July 22, 2021.	Careful workflow calendaring and monitoring, and leveraging lessons learned for managing the award making process virtually, allowed OMS to meet this target.	Met
<b>PROVIDING SUPPORT AND OVERSIGHT</b>			
70% of OLS change requests will be completed within 30 days of receipt.	603 of the 702 (86%) of change requests submitted between October 1, 2020, and September 30, 2021, were completed within the 30-day window.	For FY 2022, will need to further define the number of days counted for this metric (e.g., business days or calendar days).	Met
75% of OMS change requests completed within 30 days of receipt.	94% of change requests (n=977) completed within 30 days of receipt.	While we exceeded the target percentage, many change requests are not complete when submitted. Further definition on when to count days for this metric is needed. This statistic will be valuable to track to understand how vacant SPO positions and individual SPO monitoring assignments might affect change request approval time.	Met

## GRANTS TO STATES LIBRARY ADMINISTRATIVE AGENCIES (LSTA FORMULA GRANT PROGRAM)

FY 2021 Target	FY 2021 Actual	Successes and Challenges	Status
Grants to States (G2S) will distribute a top ten list of major regulatory changes to all state grantees by February 2021.	G2S distributed a top ten list of major regulatory changes to all state grantees on March 5, 2021, and presented on it at the March 30 virtual conference.	The top ten list of regulatory changes was prepared for and presented at the March 30, 2021, virtual conference. States conveyed its usefulness.	Met
G2S will assess the reach of stimulus funding by September 30.	G2S assessed the reach of stimulus funding by September 30, with 46 states reaching at least 3,900 libraries, 37 museums, and 10 tribal entities through the ARP Act.	National roll-up data used informal plans coordinated with the Chief Officers of State Library Agencies (COSLA) (from April 7, 2021), and publicly available press releases (through September 30, 2021), which reduced administrative burden on the states, yet gathered evidence 1.5 years prior to final report availability. This continued the new model of collecting data for G2S begun in FY 2020 with CARES Act stimulus funds.	Met
G2S will award its annual formula grants within 1.5 months of other dependencies, including passage of the budget and availability of Census data.	G2S awarded its annual formula grants in less than one month of other budget passage and Census data dependencies on January 21, 2021. It also awarded ARP Act stimulus grants in less than one month, on April 9, 2021.	G2S front-loaded as much of the formula and grant guidance prep as possible in December, and worked closely with Office of Grants Policy Management (OGPM), Office of General Counsel (OGC), and Office of the Chief Financial Officer (OCFO) to get materials reviewed by the January cut-off date for grantmaking. G2S also coordinated with OGC during the lead-up to the ARP Act to create the formula and have the allocation table ready for the states on the date of passage. Guidance followed quickly in coordination with the Office of the Director (OD), OGC, OGPM, and OCFO.	Met
State grantees on average rate G2S greater than or equal to 3.5 (on a scale of 1-4) on its annual virtual conference.	State grantees on average rated G2S 3.8 (on a scale of 1-4) on its annual virtual conference for the statement "I learned something useful at this meeting," surpassing the average 2020 score of 3.5.	Designed content to address the most pertinent program changes and needs, such as ARP Act stimulus funds, 2 CFR changes, and five-year evaluations. Involved expert speakers from OGC and ORE. Addressed virtual platform feedback from the year prior to offer an overall better learning experience.	Met
The Office of Research and Evaluation (ORE) will roll out a new virtual community of practice (CoP) for SLAA evaluators by end of August 2021.	ORE rolled out a new virtual community of practice for SLAA evaluators on August 23, 2021, with the first meeting hosted on August 31, 2021.	The CoP launched in August and has held monthly meetings. State Program Report (SPR) and documentation have also been made available. The online conversations have been slow to start but were quite active during the October meeting.	Met
ORE will release the public FY 2019 SPR data file by September 30, 2021.	All data files were delivered by Grants to States program offices to state offices by August 31, 2021.	We were able to achieve this outcome despite a challenge caused by staff turnover by using the expertise and resources of others.	Met
>= 70% LSTA conference participants will give ORE Favorable reviews on ORE presentations.	>=70% LSTA conference participants gave ORE favorable reviews on ORE presentations.	98% of survey respondents strongly agreed or agreed that they learned something new: 95% of respondents strongly agreed or agreed that they were satisfied with the meeting content and pacing.	Met

## SUPPORTING GRANTS MANAGEMENT

FY 2021 Target	FY 2021 Actual	Successes & Challenges	Status
COMMUNICATING AWARD ANNOUNCEMENTS AND AVAILABILITY OF NOFOS			
The Office of Communications (OC) will announce awards and NOFOS on schedule 90% of the time.	OC announced awards and NOFOS on schedule 100% of the time.	Used standard worksheets and collaborative interdepartmental processes for scheduling, writing, clearing, and posting.	Met
REVISING THE IMLS GRANTS ADMINISTRATION MANUAL FOR DISCRETIONARY AWARDS			
OGPM will share the revised IMLS Grants Administration Manual for Discretionary Awards (GAM) files with the Leadership Team on or before August 16, 2021.	The GAM was presented to Leadership Team on September 8, 2021.	This constitutes a total revision of an outdated paper-based document to an authoritative web-based system that is easy to navigate, search, manage, and update. Requested time on the Leadership Team agenda approximately one month in advance.	Met
REVISING INSTRUCTIONS FOR PREPARING FEDERAL FINANCIAL REPORTS AND PAYMENT REQUESTS			
OGPM will revise the instructions for preparing Federal Financial Reports and share them through IMLS Awardee Tips for Success by April 30, 2021.	We rewrote the instructions for preparing Federal Financial Reports, made them available in eGMS and on imls.gov, and featured them in the April IMLS Awardee Tips for Success, which is distributed to all participants in open awards.	Reflected our commitment to the effort, careful planning, task completion, and delivery.	Met
OGPM will see a 5% increase in the number of Federal Financial Reports accepted without revision.	We completed the analysis of Federal Financial Reports needing revision by month, both before and after we made our new instructions available. There was no positive change; in fact, the error rate was on average greater after our new instructions appeared than before.	That the error rate ranged from 12-44% (averaging 22% by month) leads us to believe that the problems with this form are very severe and not solvable by revising instructions. We will look at other ways to address this problem in FY 2022.	Did Not Meet
OGPM will revise the instructions for preparing payment requests and share them through IMLS Awardee Tips for Success by March 31, 2021.	We rewrote the instructions for preparing payment requests, made them available in eGMS and on imls.gov, and featured them in the March IMLS Awardee Tips for Success, which is distributed to all participants in open awards.	Reflected our commitment to the effort, careful planning, task completion, and delivery.	Met
OGPM will see a 5% increase in the number of payment requests processed without revision.	We saw a 6% increase in the number of payment requests processed without revision in the April 1–September 30, 2021, period. The improved error rate (number of requests with errors divided by the total number of requests expressed as a percentage) remained low and stable after April 1.	We hypothesized that clearer, more user-friendly instructions made easily available to awardees would result in fewer errors, and based on a data set of 5,725 records spanning the entire fiscal year, we documented the increase to be 6% once the new instructions became available.	Met

FY 2021 Target	FY 2021 Actual	Successes & Challenges	Status
OGPM will have completed or updated SSRS reports by September 30, 2021.	OGPM completed or updated 20 SSRS reports by September 30, 2021. 3 remain in progress as of October 5 and a backlog of 4 will be addressed in FY 2022.	OGPM was fortunate to have the services of skilled consultants available to us to undertake and complete this work. Success reflected focused planning and project management.	Met
70% of survey respondents are at least somewhat satisfied with the SSRS reports.	OGPM did not conduct any satisfaction surveys.	This was a very late-in-the-year decision, and IMLS did not have time to create or administer the survey. The Agency will have improved tools available to OGPM for this work in FY 2022.	Did Not Meet
<b>SECURING OMB CLEARANCE FOR NOFOS AND AWARD FORMS</b>			
OGPM will secure OMB clearances for 100% of the 14 pre- and post-award forms with clearances that expire in FY 2021 or that need substantive revision by September 30, 2021.	We secured OMB clearances for 10 pre- and post-award forms, meeting all deadlines.	Reflected adherence to tight schedules, attention to detail, thorough understanding of new requirements, collaboration with program offices, and good relationship with OMB in generating quality materials that were fully cleared on the first try. We intentionally opted to delay developing the four performance report forms that need substantive revision until FY 2022 to give ourselves the chance to gain some experience with responses to new performance measurement plan requirements.	Partially Met
OGPM will secure OMB clearances for 100% of the NOFOs for 13 IMLS discretionary grant programs (5 FY 2021 and 8 FY 2022) by September 30, 2021.	We secured OMB clearance for 100% of the NOFOs for 13 IMLS discretionary grant programs by September 30, 2021.	Reflected adherence to tight schedules, attention to detail, thorough understanding of new requirements, collaboration with program offices, and good relationship with OMB in generating quality materials that were fully cleared on the first try.	Met



## 4.2 EVALUATING FORMULA-BASED AND DISCRETIONARY GRANT PROGRAMS

As part of IMLS's performance management and reporting, the Agency continues to invest in evaluating IMLS grant programs and special initiatives to better understand the historic contributions of our grantmaking and to also provide evidence for refining and improving our future grantmaking. In FY 2021, we concluded a series of important evaluation efforts begun in FY 2020, and we laid the groundwork for new investigations in FY 2022.

**Museum Grants for African American History and Culture Grant Program Evaluation.** IMLS approved the final report for this evaluation in January 2021. Urban Institute partnered on the effort in conducting the independent evaluation in a way that provided both rigorous data and actionable findings. IMLS publicly released the [final report](#) earlier that month. Target met.

**Community Catalyst Initiative (CCI) Evaluation.** ORS Impact delivered the final independent evaluation of this special initiative to IMLS on September 30, 2021, and it will be made available publicly in early 2022. In responding to the challenges caused by COVID-19, ABCD Institute (an entity within DePaul University) continues to provide third-party technical assistance to awardees as this initiative finishes in 2022. Target partially met.

**OLS-D Portfolio Analysis.** ORE set as a target to ensure its third-party contractor completes at least 60% of the OLS-D Portfolio analysis for NLG and LB21 grant programs covering projects funded for FY 2017 through FY 2020 by September 30, 2021. IMLS presented interim results at the ALA June 2021 conference. However, the remaining time needed to deliver the remaining analysis and tools extended beyond the estimated completion date. Subsequently, IMLS granted a contract extension to January 2022. Targets partially met.

**Evaluation of Four Grant Programs Serving Native American, Native Hawaiian, and Alaska Native Communities.** In FY 2021, IMLS awarded a contract to Kituwah, a tribally owned and operated organization, to evaluate four grant programs serving Native American, Native Hawaiian, and Alaska Native communities. IMLS engaged in several new promising practices in achieving this outcome. Most notably, as part of IMLS's market research, staff developed a network of qualified Native American small businesses on GSA's schedule and used these relationships to solicit the contract. Target met.

**IMLS Annual Evaluation Planning.** IMLS met and exceeded its target of meeting with 90% of all IMLS offices on a quarterly basis to plan new research and evaluation initiatives by meeting with all of them regularly throughout FY 2021. The regularization of these meetings has greatly improved the ability to coordinate work activities.

## 4.3 SURVEY COLLECTIONS AND RESEARCH

In FY 2021 IMLS continued activities in its established library survey collections and explored the feasibility of assuming the responsibility of a national academic libraries survey from the U.S. Department of Education. IMLS also prepared to initiate a new National Museum Survey and hosted six meetings to continue promoting active Library Statistics Working Group engagement in FY 2021.

### PUBLIC LIBRARIES SURVEY

IMLS set seven targets in FY 2021 across four Public Libraries Survey (PLS) collection cycles and activities on the long-standing survey.

1. In January 2021, IMLS released a research brief [exploring public libraries' physical and electronic collections expenditures and circulation between 2014 and 2018](#) (i.e., before the COVID-19 pandemic), meeting the target of releasing a data produce with FY 2018 PLS data.
2. The Office of Research and Evaluation (ORE) met its annual PLS target in FY 2021 with 97% of 9,228 public library systems in the United States responding to the FY 2020 PLS collection.
3. ORE released [FY 2019 PLS data](#) in June 2021 and [statistical tables](#) in August 2021. While the data collection met timeline milestones, the survey data release was delayed due to internal ORE staff constraints.
4. ORE successfully completed the FY 2021 PLS data element solicitation and articulated lessons learned for future solicitations. Presentations to the Library Statistics Working Group in late FY 2021 were the culmination of a two year-long methodology pilot that tested a new policy and procedures through two proposal solicitation cycles (changes to programming data elements in FY 2021 and developing partnerships and overdue fines as elements for the FY 2022 cycle).
5. ORE completed the [Phase 3 pilot with General Services Administration \(GSA\) 10x](#) exploring automated collection of Wi-Fi information from libraries with a continuation plan in place by the end of FY 2021. For initial testing, IMLS sent dozens of sensors to 16 libraries in five states and then taught them to use the custom software built by GSA's project team for counting Wi-Fi sessions. The data produced by the sensors is sent via API to a hosting database on cloud.gov and is validated by ReVAL (another product of 10x) where it can be received and analyzed by IMLS in real-time. This process saves thousands of hours of manual work for employees at libraries and state agencies, and makes the analysis more accurate and timelier. Interest from states that participated in the pilot remains high, and IMLS plans to apply for Phase 4 funding to scale up the pilot in FY 2022.
6. IMLS started user testing of a new State Data Coordinators (SDC) Discussion Forum on IMLS's website by September 30, 2021, but the tool was not released to the full SDC community until January 2022 due to ORE staff constraints.
7. ORE completed a research study on audience demand for IMLS's library data in FY 2021. The study was designed to assess the current and potential needs and demands of the Agency's target library data audiences, as well as audiences' awareness and perceived utility of the annual PLS and biennial SLAA Survey data products. IMLS plans to implement recommendations in FY 2022.

## STATE LIBRARY ADMINISTRATIVE AGENCY (SLAA) SURVEY

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In FY 2021, IMLS pursued five targets for the biennial SLAA Survey.

- IMLS continued its 100% response rate for the SLAA Survey with state library agencies from all 50 states and Washington, D.C., participating in the FY 2020 collection that took place January through March 2021.
- While the data collection met timeline milestones, the two targets on survey data and report releases were not met due to delays caused by ORE staff constraints. IMLS released the SLAA Survey data and a research brief on the Functions and Roles of state library agencies the first week of November 2021, missing the target date by one month.
- IMLS did not release FY 2020 SLAA COVID survey data in FY 2021. However, the Functions and Roles brief included trend analyses that show differences between FY 2018 and FY 2020, and another research brief on FY 2020 data will be released in 2022.
- ORE worked with members of the Library Statistics Working Group (LSWG) and external methodologists throughout FY 2021 to recommend changes to the FY 2022 SLAA Survey instrument, meeting the target. LSWG members met to discuss concepts and review proposed changes and instrument mock-ups of the survey instrument. IMLS also reviewed recent cycle responses and checked with peers in Grants to States for additional perspectives on potential changes.

## OTHER SURVEYS

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**National Museum Survey.** ORE engaged with the IMLS Director and Office of Museum Services to develop a framework for instituting a new national museum survey and awarded a contract for designing and piloting the survey instrument by September 30, 2021. The target was met even with staff turnover.

**Academic Libraries Survey.** ORE completed a feasibility study assessing whether IMLS could assume responsibility for conducting the Academic Libraries Survey from the National Center for Education Statistics (NCES) in FY 2021. Current ORE staff had no prior experience engaging in this type of assessment and learned valuable lessons about doing so that can inform future planning for statistical collections and other initiatives.

## OTHER RESEARCH ACTIVITIES

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**Social Wellbeing Initiative (SWI).** IMLS aimed to complete the SWI commissioned report by The Reinvestment Fund and to finalize all follow up by the end of the fiscal year. The report was finalized, published, and disseminated to key stakeholders as a soft launch in October 2021. In September 2021, IMLS provided additional funds to American Institutes for Research (AIR) to analyze the report and develop a peer response, due in advance of a March 2022 IMLS-hosted convening. The process for planning and contracting for the peer review took longer than anticipated, resulting in a partially met target.

**Youth Literacy Convening.** This Director-led initiative is designed to strengthen literacy networks and further the understanding of barriers to reading. IMLS hired a PhD student using an Intergovernmental Personnel Act agreement to provide research support (e.g., content review and development) for this initiative. The majority of the work is slated for early to mid-FY 2022. Target met.

**Disseminating Findings.** ORE staff met their target of disseminating findings to peers during at least two conferences by presenting at three in FY 2021: Research Institute for Public Libraries (RIPL) 2020 in December 2020, and International Conference on Establishment Statistics and American Library Association annual conference, both in June 2021. More work can be done in ORE to systematically disseminate learnings from its research and evaluation activities.

**All-Staff Surveys.** Finally, ORE met its target to conduct two all-staff surveys and share findings with staff in FY 2021. The first survey occurred between December 2020 and January 2021, and the second occurred in Spring 2021. Additionally, ORE conducted individual and group interviews across all IMLS offices' over a period of seven weeks for continued staff assessments on pertinent operational topics of concern. IMLS leadership requested ongoing assessments of staff to help inform policies and plans on key operational issues that transcend short-term responses during the pandemic.

## 4.4 POLICY DEVELOPMENT, PARTNERSHIPS, AND INTERAGENCY ACTIVITIES

IMLS set and met ten targets on policy development, partnerships, and interagency activities. Please see Sections 1.4, 2.4, and 5.2 for more details. IMLS is charged by law with advancing museum, library, and information services through a variety of approaches. In addition to its grantmaking, research, and data collection and analysis, the agency advises the President, Congress, and other federal entities, develops strategic partnerships, and collaborates with other federal agencies to carry out its mission. The agency can make the greatest impact on the delivery of services, when it leverages the knowledge gained from its many different programs and functions. This year, the agency's policy and interagency activities were designed to support COVID Response, Racial Equity, Economic Recovery, Infrastructure, and safeguarding our cultural, natural, and historical collections. Examples are highlighted below.

**Develop Initiative with Centers for Disease Control to leverage museums and libraries in promoting vaccine access and confidence/ community resilience.** IMLS entered into an interagency agreement with the **Centers for Disease Control and Prevention (CDC)** on July 21, 2021, to launch a new initiative, **Communities for Immunity**, in order to boost COVID-19 vaccine confidence in communities across

the U.S. The initiative supports the efforts of museum and library professionals to engage the public with science-based information and builds the capacity of these anchor institutions to support greater community health and resilience. The **National Network of Libraries of Medicine** is a partner in the initiative, which was launched with the Surgeon General. Non-federal partners include the **Association of Science and Technology Centers (ASTC)**, who is implementing the initiative along with the **American Alliance of Museums (AAM)**, **American Library Association (ALA)**, **Association of African American Museums (AAAM)**, **Association of Children's Museums (ACM)**, **Association for Rural and Small Libraries (ARSL)**, the **Association of Tribal Archives, Libraries, and Museums (ATALM)**, and **Urban Libraries Council (ULC)**.

**Equitable Long-term Recovery and Resilience for Social, Behavioral, and Community Health (ELTRR).** IMLS engaged with over 28 federal agencies and departments as part of an interagency workgroup in the development of a Federal Plan towards **Equitable Long-term Recovery and Resilience for Social, Behavioral, and Community Health (ELTRR)**. Led by the **U.S. Department of Health & Human Services**, the purpose of the project is to present actionable recommendations to align federal actions into a

high-level plan, outlining strategies to improve vital community conditions, support individual and community recovery from the impacts of COVID-19, and positively impact health and wellbeing over the next ten years.

**World Intellectual Property Organization, Standing Committee on Copyright and Related Rights; Impact of COVID-19.** IMLS served on the U.S. Delegations to the 40th and 41st sessions of the WIPO Standing Committee on Copyright and Related Rights. These were held from November 16-20, 2020, and June 28 to July 1, 2021. Both meetings included substantive discussions on limitations and exceptions for libraries and archives, educational and research institutions, and for persons with other disabilities. The Committee approved the development and deployment of resources to help countries strengthen copyright limitations and exceptions and related policies in the area of preservation of cultural heritage. In addition, the Committee adopted a workplan to explore the impact of COVID-19 on the cultural, creative, and educational ecosystems.

**Consultation with the Smithsonian Institution National Museum of the American Latino.** After providing technical assistance to help establish the legislative framework for the NMAL grant and education programs, IMLS's leadership met with the Interim Director of the new museum to help identify stakeholders and strategies for implementing the new legislation. Please see Section 1.4 for more details on the National Museum of the American Latino Act.

**Museums and Archives and HBCU Initiative: The History and Culture Access Consortium.** IMLS developed a new partnership with the Smithsonian's **National Museum of African American History and Culture (NMAAHC)** to provide training, mentoring, and support to the next generation of museum, library, archives, and academic professionals from population groups that have been underrepresented in these fields. NMAAHC, in partnership with five Historically Black Colleges and University (HBCUs), has created the **History and Culture Access Consortium (HCAC)** to strengthen

member archives and museums and to bring their rare and unique collections into the public eye. Through an interagency agreement, IMLS will support intensive professional training and leadership development for emerging museum, library, archives, and academic professionals from traditionally underrepresented groups, as well as an evaluation of HCAC's progress and effectiveness in reaching project goals and the effectiveness of the consortium as a model that can be successfully expanded to other HBCUs.

**Broadband and Digital Inclusion.** IMLS's policy engagement and partnerships in these areas are described in detail in Section 1.4. For example, IMLS co-hosted a **National Tribal Broadband Summit** with the **U.S. Department of the Interior, White House**, and other agencies to help remove barriers to digital access and inclusion. In addition, IMLS supported the development of a **National Tribal Broadband Strategy**, highlighting the need for enhanced data collection to enhance success in addressing the digital divide.

**Commemorating the 250th Anniversary of the United States.** IMLS provided technical assistance to clarify the agencies within the National Foundation on the Arts and the Humanities and support the United States Semiquincentennial Commission Amendments Act of 2020, which designates the Director of IMLS as an *ex officio* member of the Commission. To stimulate federal coordination in support of America250, IMLS coordinated the development of a Memorandum of Understanding which was signed by 23 agencies at a ceremony held at the Library of Congress on August 2, 2021. Signers included IMLS, NEA, NEH, the Smithsonian, the Attorney General (DOJ), the Librarian of Congress (LOC), the Archivist of the United States (NARA), Department of State, Department of the Interior, and many small agencies. The communications positioned IMLS's programs within America250 planning and helped launch substantive work in this area. Using the small agency connections to promote the MOU led to some unexpected signers, such as the American Battle Monuments Commission, Corporation for National and Community Services, Office of Government

Ethics, and Nuclear Regulatory Commission, expanding understanding of how these different agencies reflect the history and collections of the United States. Please see more about America250 in Sections 1.4 and 5.2.

**Cultural Heritage and International Networks.**

IMLS is partnering with 11 other agencies, including the **Departments of State, Defense, Homeland Security, Interior, Justice, and Treasury**, on the Cultural Heritage Coordinating Committee (CHCC), to strengthen the ability of the federal government to protect and preserve cultural property at risk from instability, natural disasters, and other emergencies and threats. The Office of the General Counsel helped draft a charter for the CHCC, and representatives from the Offices of Museum and Library Services and

General Counsel participate in meetings and working groups associated with this effort. More information is available on the [CHCC website here](#).

IMLS also collaborated with the Department of State on the development of the very first Cultural Declaration issued in connection with a **G20 Summit**. The **Rome** Declaration of the G20, which was adopted in July, firmly positions culture as a major engine for sustainable socioeconomic recovery in the wake of the COVID-19 pandemic and includes five key priorities: the protection of cultural heritage; culture and climate change; culture and education; cultural and creative industries; and culture in the digital transformation. [Read more about the G20 and the content of the Declaration.](#)

## 4.5 OTHER ACTIVITIES SUPPORTING IMLS'S MISSION

Many IMLS offices contribute to supporting IMLS's mission of advancing, supporting, and empowering America's museums, libraries, and related organizations through grantmaking, research, and policy development. In addition to the grantmaking Offices of Museum and Library Services, IMLS staff in the Offices of Grants Policy and Management, Human Resources, the Chief Operating Officer, the Chief Information Officer, the Chief Financial Officer, Communications, Research and Evaluation, the General Counsel, and finally, the Director set performance targets for activities that support IMLS's overall mission.

### EXTERNAL ENGAGEMENT WITH STAKEHOLDERS

**AFR and APR.** IMLS published the FY 2020 AFR on November 16, 2020, and the FY 2020 APR on February 11, 2021. The process was much smoother this year due to a defined process from the previous fiscal year. Target met.

**FY 2021 National Medals.** The Office of Communications planned, produced, and promoted a virtual ceremony, held August 24, 2021. The pandemic required the ceremony to be held virtually, and as a result, the Medals received higher engagement, reaching over 6,000 views on YouTube within the week of posting. Target met.

**National Museum and Library Services Board.**

IMLS held two board meetings in FY 2021: December 10, 2020, and June 14, 2021. The December 2020 board meeting included significant updates on the Agency's pandemic response and the needs in the museum and library fields. The June 2021 board meeting featured an open conversation on Museums, Libraries, and Civic Infrastructure with IMLS Director Crosby Kemper and thought leaders Eric Klinenberg and Nina Simon. Target met.

**Conversations with Crosby.** The Office of the Director completed six public Conversations with Crosby in FY 2021 with leaders across the museum, library, and arts fields, including one that was part of the 43rd meeting of the National Museum and Library Services Board in June 2021. Target met.

**Engaging with the Museum and Library Worlds.** IMLS's Director attended more than 10 museum and library conferences in FY 2021. Director Kemper was able to attend numerous museum and library conferences, both virtually and (in September 2021) in-person, learning about the status of the museum and library fields and sharing information about IMLS and his vision. Target exceeded.

**Implement Presidential Memorandum – Strengthening Nation-to-Nation Relationships (Tribal Leadership).** IMLS met its FY 2021 targets around strengthening nation-to-nation relationships. IMLS's **Nation-to-Nation Consultation** was held on April 19, 2021. It was attended by 114 people, with Tribal Leaders and representatives from 82 Tribes. IMLS prepared for the consultation by researching the applicable requirements, convening a small working group, preparing notices, scripts, and follow-up materials that also could serve as models for future consultations. Forming a small, dedicated team was essential for preparing the agenda and supporting materials. Post-Consultation, the team identified an opportunity to reach more tribes by expanding the Agency's contact list. The team also identified ways to structure the agenda to encourage participation and discussion.

IMLS also developed the Consultation Plan after holding a **Nation-to-Nation Consultation** on April 19, 2021. IMLS's Tribal Consultation Plan was submitted to the White House and published on IMLS's website on April 26, 2021. Holding a Consultation was key to developing the Consultation Plan—in particular with respect to helping to establish meaningful consultation and collaboration with Tribal officials in the development of IMLS policies (and programs) that have tribal implications.

**National Student Poets Program (NSPP).** IMLS's NSPP team aimed to support student poet connections with at least 3 libraries/museums during their September to August service year. In FY 2021 IMLS exceeded that target by supporting connections with 7 libraries during their September to August service year, with all

5 poets evidencing these connections. Student poets' orientation emphasized museum/library opportunities, and the team lead worked with other IMLS staff to make early introductions between poets, state libraries, other library networks, and museums.

## COMMUNICATING THE FUTURE OF MUSEUMS AND LIBRARIES

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IMLS also engaged in various communications efforts to support IMLS's mission, disseminate findings, expand reach of IMLS grant efforts. In FY 2021, IMLS released IMLS blog posts, newsletters, and other social media. For example, the Office of Communications (OC) collaborated with the Offices of Library Services (OLS) and Museum Services (OMS) to release 12 grant spotlights by September 30, 2021. Collaboration and advance planning, along with additional meetings across departments, helped plan these monthly spotlights and facilitate their smooth posting.

IMLS also targeted a 1% average increase in newsletter open rates and social media engagement. The open rates for newsletters ranged from 28% to 32% each month. The annual average was 30%, increasing by 1% from the lowest open rate. This target established baseline data for FY 2022 data collection. Regarding social media, the IMLS Facebook page received 1,331 new page "likes" over the year, which is a 6% increase. On Twitter IMLS gained 921 new followers over the prior year, which is a 4% increase. Through regular posting and engagement, the Agency was able to increase followers on both FB and Twitter. Finally, the Agency regained access to its LinkedIn page in FY 2021 and successfully updated it.

## DEVELOPING FUTURE MUSEUM AND LIBRARY LEGAL PRACTITIONERS

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IMLS carries out an internship/fellowship program that attracts law students and graduates to help provide legal training and cultivate a diverse community of cultural professionals. This year, nine students from throughout the nation participated in IMLS's program.

## FINANCIAL MANAGEMENT & SERVICES

IMLS met all seven targets for financial management and services performance in FY 2021. Specifically, IMLS achieved an unmodified opinion in the FY 2020 financial audit, completed implementation of an automated acquisition system (PRISM), published the FY 2020 Annual Financial Report (AFR), and submitted timely and complete reports to usaspending.gov.

Activity	FY 2021 Target	FY 2021 Actual	Successes & Challenges	Status
Achieve an Unmodified Opinion in the FY 2020 Financial Audit.	0 auditor findings in audit report.	Email with audit report from auditors by November 15, 2021.	Audit opinion was unmodified and included in the AFR. Continuous review of internal controls at all levels of the Agency ensures accurate, timely, and compliant transactions.	Met
Complete implementation of automated acquisition system (PRISM).	OCFO will meet PRISM go-live date of May 24, 2021.	ESC (Infrastructure Custodian) email to CFO and Contracting Officer agency-wide notification email.	System implemented and in use. Conducted mandatory agency-wide PRISM overview training. Challenge: Early planning and regular weekly meetings with implementation team.	Met
Complete implementation of automated acquisition system (PRISM).	100% of active contracts integrated into Delphi and all new FY 2021 contracts awarded in PRISM.	OCFO year-end review and comparison of contract awards on UDO report to existing contracts in PRISM.	System implemented and in use. All active contracts migrated into PRISM and all new contract award actions are entered and processed through PRISM. IMLS will provide individual training to PRISM users and periodic user group training each year.	Met
Publish the FY 2020 Annual Financial Report (AFR).	OCFO will meet all project plan milestones and post to website on November 15, 2020.	Posted on imls.gov on November 15, 2020.	AFR published and posted on time. Timely publishing on imls.gov and delivery to OMB and Congress. Regular annual meetings kept offices on track.	Met
Publish the FY 2020 Annual Financial Report (AFR).	100% compliance with A-136 requirements relevant to small agencies.	Unmodified FY 2020 Audit Report from auditors.	AFR published with accurate data that was reviewed as part of the financial audit. One challenge found was the timely and accurate completion of deliverables for auditor review in 2021.	Met
Timely and complete submission of all USASpending.gov reports.	0 unexplainable reconciliation items.	eGMS and Delphi: quarterly email from ESC after submission of data and prior to certification by CFO.	All controls checks and edits from the DATA Act Broker upload process were successfully passed. Challenge: Automating extracts from grants management system and constant communication between IMLS and ESC.	Met
Timely and complete submission of all USASpending.gov reports.	100% of all OMB-published deadlines for monthly reporting met.	eGMS and Delphi.	All monthly reporting deadlines met including the new required fields such as de-obligation activity. Challenge: Automating extracts from grants management system and constant communication between IMLS and ESC	Met



## IMLS STAFF PROFESSIONAL DEVELOPMENT AND TRAINING

FY 2021 Target	FY 2021 Actual	Successes & Challenges	Target Status
30% of staff complete at least 1 course in Udemy to improve agency efficiency.	97% of Udemy licenses have been allocated and 37% of IMLS staff were enrolled in at least one course.	OCIO was instrumental in software procurement and adoption strategy. Business ownership of Udemy has been transitioned to HR and this target will no longer be tracked as OCIO performance indicator	Partially Met
The Office of the General Counsel (OGC) will develop and disseminate new annual virtual ethics training to provide guidance in the maximum telework environment and staff intranet (the Hub) materials/resources by February 28, 2021.	The OGC developed and delivered the Agency's first virtual ethics training on October 27, 2020, and November 16, 2020. 100% of the Agency's staff participated in the training.	Virtual ethics training via Microsoft Teams incorporated interactive elements for staff participation.	Met
The Office of Grants Policy and Management (OGPM) will complete the revised IMLS Grants Administration Manual (GAM) orientation by September 30, 2021.	We completed a beta version of the GAM by September 30, 2021, and released it to staff for use and testing.	Biweekly, agenda-driven meetings of interdepartmental group; sharp project management; contribution of extra time during normally off hours to complete the work. Also helpful: SharePoint environment for collaborative work.	Met
The Office of Human Resources (OHR) will finalize the Diversity and Inclusion Strategic Plan, which includes the training and professional development by September 30, 2021.	The DEIA Council finalized the FY 2022–2026 DEIA Strategic Plan and is awaiting final review and feedback from all IMLS employees prior to adopting the plan.	The target of the FY 2022–2026 DEIA Strategic Plan will be met by December 30, 2021. Challenge: Ensuring that D&I initiatives are appropriately tailored to the needs of the Agency and that momentum to champion the project is supported at all levels within IMLS.	Partially Met
OHR will provide a Self-Care and Awareness Training to IMLS staff and employees by January 28, 2021.	OHR provided the Self-Care and Awareness Training to IMLS staff & employees on January 28, 2021.	IMLS provided a Self-Care & Awareness training to all staff and employees, which focused on the foundations and impact of trauma, self-care, and awareness. Staff and employees were provided self-assessments to identify and increase awareness of strengths and needs of self-care and to measure risk categories of physical, psychological, emotional, and workplace and professional self-care. IMLS recognizes that our staff is our greatest asset, and the impact of the COVID-19 pandemic yields varying degrees of challenges impacting each individual differently. Identifying the authentic experience of each individual and residual effects was identified as a challenge for the Agency.	Met

## TOOLS & MATERIALS TO SUPPORT AGENCY EFFICIENCY

FY 2021 Target	FY 2021 Actual	Successes & Challenges	Status
The Office of Communications (OC) will share the outline of an IMLS style guide by September 30, 2021.	The rough draft was completed, but not yet shared for review.	ARP Act and CARES Act work pushed this target to FY 2022.	Partially Met
OC will launch the new agency intranet home page, the Hub, by March 2021.	The Hub was live at the beginning of the fiscal year, but officially shared with all staff in May 2021.	The Hub reached 10,000 views in FY 2021, and staff report a high use rate.	Met
The Office of the General Counsel (OGC) will develop an area of legal resources on the newly established IMLS Hub to provide ready reference to IMLS's laws, regulations, ethics guidance, and other legal resources by September 30, 2021, including IMLS Laws and Legislative History, IMLS Directives, Schedule of Reports, Executive Orders, Ethics Resources, and FOIA Resources.	OGC developed a user-friendly set of legal resources for agency staff, including laws and regulations, IMLS directives, ethics and FOIA materials, and schedule of reporting deadlines.	Integration of legal resources linked to IMLS Hub. Having evergreen links to resources also enables OGC to incorporate materials into other agency documents (such as the Grants Administration Manual).	Met
OGC will update IMLS's Reasonable Accommodations Directive by August 30, 2021.	IMLS's Reasonable Accommodations Directive was issued on July 30, 2021. The Agency's policies and procedure were updated to comply with the changes in law.	Having these updated procedures is especially valuable in light of the COVID-19 pandemic.	Met
70% of survey respondents are at least somewhat satisfied with the revised IMLS Grants Administration Manual.	We did not conduct any satisfaction surveys.	This was a very late-in-the-year decision, and we did not have time to create or administer the survey. We expect to have improved tools available to us for this work in FY 2022.	Did Not Meet

## SECURE AND HIGH-QUALITY IT SERVICES AND AGENCY EFFICIENCY

The following set of performance targets support IMLS's goal of delivering secure and high-quality IT services in part to improve agency efficiency.

FY 2021 Target	FY 2021 Actual	Successes & Challenges	Status
DELIVER SECURE IT SERVICES			
<3 acceptable risks identified in IG Metrics security audit.	1 acceptable risk identified in the ongoing FISMA IG Audit.	Only risk identified pertains to annual Contingency Planning (CP) tabletop exercise, which was last performed in 2019. As IMLS work has been 100% remote since March 2020 and has moved all its information systems to cloud, OCIO's plan is to resume CP tabletop exercise after post-COVID return-to-office and telework policies are finalized.	Met
<12 hours Recovery time objective after a security event.	<12 hours Recovery time objective was met.	OCIO in coordination with OCOO and OGC performed a tabletop exercise where security incidents were simulated. Incident response/ Contingency Planning policies and procedures in conjunction with robust cloud-based disaster recovery architecture enable IMLS to meet the recovery time objective.	Met
The Office of the Chief Information officer (OCIO) will update SSPs, POAMs, and policy/procedure documents for IMLS GSS by September 30, 2021.	OCIO entered into an Interagency Agreement with DOI to perform comprehensive updates to IT policies and procedures and perform security assessment of IMLS GSS. Vendor provided first draft of document updates which IMLS reviewed and provided its feedback. Next steps are to finalize the procedures and create FISMA package in compliance with NIST 800-53 Rev 4 and Risk Management Framework guidance.	OCIO had to adjust the timeline due to (1) Multiple DHS/CISA data calls related to ongoing cyber security threats that OCIO had to submit; (2) Diversion of resources to perform FISMA IG audit which is due in October 2021; (3) Volume of changes to the policy and procedures due to migration of IMLS GSS to MS Azure cloud; and (4) Redefined IMLS GSS system boundaries. We are expecting this to be complete by of Jan 2022.	Partially Met
<5% phishing test failure rate.	Phishing test failure rate was 11.7%.	IMLS leveraged "Defending Against Phishers" module of online security and awareness tool Inspired Learning to train IMLS staff/ contractors annually. OCIO uses an industry standard tool to send out test Phishing emails. OCIO will continue to educate users on how to detect and avoid these emails.	Not Met
50% of IT security staff obtain a CISSP Certification.	50% of IT security staff obtained CISSP certification.	IMLS IT Specialist (Infosec) obtained CISSP certification.	Met
100% of staff complete their annual IT Security Training.	100% of staff completed their annual IT Security training.	100% of staff completed their annual IT Security training through online Security and Awareness training module.	Met

FY 2021 Target	FY 2021 Actual	Successes & Challenges	Status
<b>DELIVER HIGH-QUALITY IT SERVICES</b>			
100% of SLA targets reached (refer to respective Policies and Procedures) for Ticket closure rate.	100% of SLA targets were met.	All the tickets have been responded to within 24-48 hours. However, complexity of the issue and user responses determine the actual elapsed time between ticket creation and closure. OCIO is continuously working to improve the processes to capture ticket resolution metrics.	Met
OCIO will deploy First Check Artificial Intelligence/Machine Learning (AI/ML) into production and assess the secondary check processes by September 30, 2021.	OCIO has successfully deployed First Check AI/ML tool into production on September 30, 2021. IMLS program offices are on track to complete transition from manual first checks to the new AI/ML tool to process all of their FY 2022 grant applications.	OLS processed all its FY 2022 NLG/LB21 grants applications using AI/ML tool resulting in significant reduction of man hours and improved reporting capabilities. Based on the feedback provided by OMS and OLS, the technical team is continuously incorporating modifications/ enhancements into the tool to refine underlying algorithms and train the machine to improve accuracy. IMLS staff in collaboration with the technical team created a draft of user and admin reference guides which is currently being reviewed by the stakeholders.	Met
<b>IMPROVE AGENCY EFFICIENCY</b>			
OCIO will operationalize Tableau as the primary reporting tool for new eGMS reporting needs by September 30, 2021.	OCIO operationalized a Data Analytics reporting tool and assigned licenses to Office of Grants Program Management, Office of Research and Evaluation, and IT staff.	IT staff in coordination with the Data Warehouse team was able to generate multiple reports from eGMS including maps and reports for IMLS's Congressional Justification and Annual Financial Report.	Met
Data Warehouse will be refreshed every 24 hours (or more frequent periodicity).	Data Warehouse has the capability to refresh data every 24 hours.	Data Warehouse ETL processes were enhanced to make refresh schedule configurable. However, current refresh rate is determined by the program office award announcement schedule. Additionally, IMLS IT staff has access to daily eGMS backups from Shared Service provider, which enables Data Warehouse to be refreshed once every 24 hours.	Met
2 fewer IT support contracts.	4 fewer IT support contracts.	Three contracts supporting SPR and eGMS, and one contract supporting SLAA survey systems were consolidated into IT Systems Development and Maintenance contract.	Met
OCIO will update 35% office file plans and perform a test exercise for email records capture by September 30, 2021.	OCIO updated more than 35% of office plans. However, test exercise for email records was not performed pending finalization of record schedules/ file plans.	Business processes and simulation steps to capture email records have been finalized. However, actual simulation has been deferred to first quarter of FY 2022. File plan templates have been distributed to the program offices, and Records Management team is in the process of reviewing and finalizing them in coordination with OGC.	Partially Met

FY 2021 Target	FY 2021 Actual	Successes & Challenges	Status
IT RELATED FUNCTIONS AND MOBILE COMMUNICATIONS			
OCIO will implement at least one innovative idea by September 30, 2021.	OCIO procured Qualtrics survey platform on September 30, 2021.	After a comprehensive analysis of IMLS survey requirements and market research, OCIO proposed a low code/configurable survey platform to replace IMLS legacy .NET-based survey systems and to create future internal surveys which would result in significant cost savings and more efficient operations and maintenance.	Met
OCIO will transition to TEAMS-based phones, upgrade iPhones, and refresh laptops by September 30, 2021.	OCIO completed transition to TEAMS based phones, upgraded iPhones, and refreshed laptops on September 30, 2021.	Transition to TEAMS based phones provided an integrated platform for IMLS staff to collaborate on documents, share files, make phone calls, and chat with internal staff as well as approved external entities. Upgraded iPhones to 11 and replaced MS Surface with Dell laptops. The new laptops have better performance and provide more computing power to IMLS staff.	Met

## RECRUITMENT

IMLS focused three targets around recruitment activities.

- OCIO completed the position descriptions for two FTE. Two vacancies were available as of end of FY 2021: Data Scientist and Chief Information Officer. PDs for both the vacancies have been drafted and forwarded to HR for further review and posting. Target met.
- IMLS recruited eight law students and one graduate fellow for the OGC Fellowship/ Internship Program. IMLS recruited students from four regional law school consortia and through national public service law student recruitment services which reach students from 237 law schools. Flexibilities provided by ongoing remote environment has enabled broader recruitment (in the spring and fall semesters in particular) outside of the Washington, D.C., area. Target met.
- OHR aimed to finalize distribution list of formal and informal networks of libraries, museums, and archives to recruit for IMLS position vacancies by September 30, 2021. The DEIA Council is continuing the data gathering process to create a comprehensive distribution list to recruit from for position vacancies. The target of the Recruitment Distribution List will be met by December 30, 2021. Generating innovative strategies to equitably engage underserved and underrepresented community groups to recruit for position vacancies was a challenge. Partially met.

## SECTION 5

## Other Information

**5.1 MAJOR MANAGEMENT PRIORITIES AND CHALLENGES**

Please see Section 4 for details on progress made in these areas.

IMLS management and programmatic issues and risks include the following:

- **Stimulus bills:** The CARES Act and ARP Act stimulus bills generated a significant amount of work without an equivalent increase in Agency support functions. The Agency successfully made awards in numbers that exceeded its previous volume, and each of these will require servicing and monitoring for up to five years.
- **Cybersecurity and Information Management:** In a hybrid work environment (remote, telework, and in-office), the complexities of protecting the Agency's IT infrastructure increase exponentially. Further, effective information management in such an environment necessitates skills and tools that are not yet commonplace within our workforce.
- **Personnel:** Competing for personnel within a highly competitive job market is by itself a challenge, which is exacerbated by losing top candidates due to an expectation of remote work.
- **Agency Leadership:** IMLS has a Presidentially appointed, Senate-confirmed Director who serves a four-year term. The frequency of these leadership transitions has a significant effect on the Agency. Programs with lifespans of four to five years can be out of alignment with emergent changes in the strategic direction of

the Agency from the Director and Presidential Administrations. IMLS endeavors to balance achieving and tracking results while also shifting resources to focus on new programs.

IMLS risks and issues in areas of vulnerability to waste, fraud, abuse, and mismanagement, where a failure to perform could seriously affect the Agency's mission delivery and ability to achieve its goals. Examples include:

- Supporting smaller and/or less experienced grantee organizations frequently requires relatively high levels of assistance before, during, and subsequent to the grant periods of performance. As a micro-agency, IMLS has limited capacity to provide this type of technical assistance without additional resources.
- The Agency's capacity to internally assess and improve grantmaking and results within the Agency's grantmaking cycle is limited by resources. Resource challenges also directly affect the Agency's ability to support external evaluations.
- Similarly, the Agency's internal capacity to conduct analysis of "real time" performance measures to affect awardee activities and grant program improvement is limited. Measuring real-time impact remains a challenge.

## 5.2 CROSS-AGENCY COLLABORATIONS

IMLS makes awards to the museum sector and library fields. However, we also engage in high-level strategic work and focused initiatives across the Agency, and in FY 2021, we made the most of all our resources through intra-agency collaboration.

### PANDEMIC RESPONSE

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#### **REALM**

Please see Section 2.3 for details on the REopening Archives, Libraries, and Museums project.

#### **Communities for Immunity**

Please see Section 2.4 for details on the Communities for Immunity project.

### HBCU CONSORTIUM

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Please see Sections 1.4 and 4.4 for details on the Museums and Archives and HBCU Initiative: The History and Culture Access Consortium.

### NATIONAL BOOK FESTIVAL

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Through support to the **Library of Congress**, IMLS contributed funding to the second virtual edition of the National Book Festival. Events scheduled between September 17–26, 2021, included a national television special, daily author conversations, and on-demand programs. IMLS was a sponsor for genres related to Children, History & Biography, Science, and Teens. IMLS worked with the Library of Congress, state libraries, and other partners to promote 43 locally organized events in 15 states in connection with the virtual festival, amplified in the [Festival Near You](#) schedule.

### NATIONAL STUDENT POETS PROGRAM

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The **National Student Poets Program (NSPP)** is one of the nation's highest honors for youth poets presenting original work. A collaboration with the Alliance for Young Artists & Writers, the program strives to inspire other young people to achieve excellence in their own creative endeavors and promote the essential role of writing and the arts in academic and personal success. The program links the National Student Poets with audiences and neighborhood assets such as museums, libraries, and other community anchor institutions. NSPP builds upon the Alliance for Young Artists & Writers' long-standing work with educators and creative teens through the Scholastic Art & Writing Awards. In 2020 the Poets' appointment ceremony was held virtually for the first time; a [video of the 2021 hybrid Poets ceremony](#) is available on YouTube.

### IMMIGRATION AND CITIZENSHIP

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Since 2013 IMLS and the **U.S. Citizenship and Immigration Services (USCIS)** have supported cross-cultural understanding and learning opportunities by sharing information with libraries and museums on citizenship rights and responsibilities through webinars and other opportunities and materials. In FY 2021, IMLS and USCIS held two joint webinars for library and museum stakeholders.

## **PRESERVATION OF COLLECTIONS: SAVE AMERICA'S TREASURES**

IMLS partners with the **National Park Service**, the **National Endowment for the Humanities**, and the **National Endowment for the Arts** to support **Save America's Treasures**, a grant program designed to preserve and protect nationally significant historic properties and collections throughout the country. Congress appropriates funding for the Save America's Treasures grants from the Historic Preservation Fund, which uses revenue from federal oil leases to provide a range of preservation assistance without expending tax dollars. In FY 2021, the program awarded 49 grants in 29 states, totaling \$15.5 million. IMLS will manage 24 of these awards that support collections preservation, totaling \$5,547,021.

## **AMERICA250**

As discussed in Sections 1.4 and 4.4, America250 is a multi-year effort to commemorate the 250th anniversary of the founding of the United States. The Semiquincentennial Commission Act of 2016, as amended, established a Commission of public and private partners to plan, encourage, develop, and coordinate commemorative activities, culminating on July 4, 2026, but building community infrastructure for the future. IMLS has funded some initial projects in preparation for the anniversary and the Director helped launch a local planning guide. IMLS partnered on the development of a Memorandum of Understanding to work collaboratively on signature programs and activities that tap into the wealth of knowledge, historic assets, and tangible touchpoints comprising some of the country's leading cultural institutions and organizations. Director Kemper serves as an ex-officio member of the Semiquincentennial Commission.

## **5.3 EVIDENCE BUILDING**

As an Executive Branch agency within the federal government, IMLS strives to maintain public trust by carrying out its statutory responsibilities in a professional, accountable, and transparent manner. Requirements and guidance from the Government Performance and Results and Modernization Act (GPRAMA) 2010 and the Office of Management and Budget (OMB) Circular A-11 (2020) frame IMLS's work to improve the Agency's performance management framework and plan, leading to continued development of more specific and measurable performance and implementation targets.

With IMLS's transition from the PAR to the APR in FY 2019 came an opportunity to introduce a new performance measurement baseline from which to build the Agency's performance measurement work. The FY 2021 APR continues showcasing IMLS's progress with its new performance framework, also highlighting how IMLS

continues to carry out its mission objectives while also responding to the impact of the COVID-19 pandemic on libraries and museums through dissemination of ARP Act funds. This year's APR represents another advancement in IMLS's journey to improve its performance-based operations and standards. Change is still ongoing as the Agency explores ways of tracking metrics and adapting to federal guidance on performance reporting. This APR outlined the goals and priorities of the Agency by describing key awards made in FY 2021 to support each objective and highlighting evidence reported by prior year grantees in FY 2021. Goals 1-3 focus on IMLS's outward-facing activities while Goal 4 focused on internal efforts to support IMLS's mission. Goal 4 provided more detail on specific performance and implementation targets, successes, and challenges.



During FY 2021, IMLS continued efforts to increase capacity for creating and utilizing evidence to inform grantmaking and other decisions. The efforts blended monitoring of performance with more systematic evaluations of the Agency's signatory grant programs, mixing the expertise and resources of its staff and third parties. However, due to the COVID-19 pandemic and the need to focus much of the Agency's efforts on administering CARES Act and ARP Act funds, evidence-building capacity efforts were limited. Additionally, the landscape in which libraries and museums operate has changed, and there is much to be learned from CARES-funded initiatives and activities. Such conditions have led to a need to rethink IMLS performance indicators and reset baseline data and targets for success accordingly.

FY 2021 also saw the development of new FY 2022–2026 Agency strategic goals, and continuation of data collection and monitoring efforts that shift to align with those revised goals and objectives by FY 2022.

Future APRs will reflect IMLS's new FY 2022–2026 Strategic Plan, which will guide our work through the middle of this decade and position us for the future. IMLS will continue the process of further improving performance measurement in FY 2022, with the goal of increasing robustness of data collection, analysis, and reporting to align with IMLS's strategic objectives in order to increase evidence-building capacity.

As part of performance management planning efforts, IMLS will work to continue increasing the robustness of data collection, analysis, and reporting. This will include a careful operationalization of the strategic objectives into measurable and meaningful performance measures, an assessment of the current methods used to gather information about IMLS programs, and a plan for how IMLS and its grantees will adapt their processes to gather data reliably and regularly on performance measures, set meaningful targets, and report on the Agency's progress. To achieve these ends, in FY 2021 IMLS introduced quarterly meetings with managers and analysts working on annual performance reporting. The Agency also has partnered with the Urban Institute in building the new performance management framework.

The Agency's performance management plan will lay out how IMLS's efforts to improve performance management will fit within a larger federal government mandate to increase evidence-building capacity and move beyond accountability towards improving programs and their performance. This means outlining an iterative process used for continuous improvement that includes several different steps: 1) setting priorities and objectives, 2) collecting data, 3) disseminating it, and 4) using it for decision making. Each of these steps will need to be aligned with key annual fiscal year milestones for IMLS, to maximize the usability and relevance of performance data to the Agency.

## 5.4 HYPERLINKS

1. FY 2021 Annual Financial Report (AFR): <https://www.ims.gov/sites/default/files/2021-11/2021afr.pdf>
2. Website: [www.ims.gov](http://www.ims.gov)
3. Transforming Communities: IMLS Strategic Plan, 2018–2022: <https://www.ims.gov/sites/default/files//publications/documents/ims-strategic-plan-2018-2022.pdf>
4. Public Libraries Survey (PLS): <https://www.ims.gov/research-evaluation/data-collection/public-libraries-survey>
5. Public Library Search and Compare Tool: <https://ims.gov/search-compare/>
6. State Library Administrative Agency (SLAA) Survey: <https://www.ims.gov/research-evaluation/data-collection/state-library-administrative-agency-survey>
7. Publications: <https://www.ims.gov/publications>
8. Awarded Grant Search: <https://ims.gov/grants/awarded-grants>
9. National Medal for Museum and Library Service: <https://ims.gov/our-work/national-medal-museum-and-library-service>

## 5.5 DATA VALIDATION AND VERIFICATION

For FY 2021, the IMLS Chief Financial Officer certified the performance data contained in the report as complete and reliable, as required by the GPRA Modernization Act of 2010. IMLS management is responsible for establishing and maintaining effective internal control systems that meet IMLS's performance measurement objectives. For FY 2021 performance reporting, IMLS underwent a systematic process to draft annual timeliness or quality performance targets, identified evidence sources they would use to document the status of their targets, and gathered data from each office that was reviewed and approved by leadership.

IMLS required accurate data to assess Agency progress towards its strategic and performance goals and to make good management decisions, and IMLS's performance data reflects information collected throughout the year. Although the information herein has not been subject to a formal validation process, it has been reviewed for accuracy by IMLS leadership. IMLS staff pulled evidence of success and progress from various sources, including emails to and from IMLS staff and stakeholders, agendas and

minutes, publication and approval dates, metrics from analytics tools, professional development attendance lists, customer satisfaction and meeting evaluation survey forms, and signed agreements.

IMLS has put into place a process to further improve performance measurement in FY 2022. IMLS recognizes the importance of establishing and maintaining adequate controls over its programs and administrative functions. Management continues to evaluate and modify existing controls—and establish new ones as appropriate—to ensure accountability of federal funds and resources.