



FISCAL YEAR 2023

Appropriations Request to the United States Congress

APRIL 2022

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Introduction

As we, hopefully and patiently, look forward to the post-pandemic future, our Agency focus is increasingly on the future of museums and libraries in a new environment. Most likely it will be a new hybrid environment with more virtual learning and engagement but much joyful coming back together in our most important public spaces.

IMLS, having significantly developed its research, community resilience, and education activities during the pandemic through the REALM (REopening Archives, Libraries, and Museums) project, will continue in its partnership with the CDC (Centers for Disease Control and Prevention) and our cooperating partner ASTC (Association of Science and Technology Centers) in Communities for Immunity. REALM research informed the CDC guidelines on fomites, surface contamination, and the virus on materials, while Communities for Immunity is engaged in vaccination education through libraries and museums.

Information literacy, misinformation, and disinformation have played a part in our pandemic work and will play a larger one going forward as we put together a taskforce to inform and support library and museum work in building a robust response to the challenges of social media and political and cultural polarization. Consistent with Senator Moynihan's observation that you are entitled to your own opinions but not your own facts, we seem to be living in a world in which opinions are confused with facts, substituted for facts, simply asserted as facts. Furnishing the public with the reliable resources they need to discern for themselves what constitutes real and useful information has always been the province of our museums and libraries.

Equity is an important focus of the Biden Administration and an ongoing part of the work of IMLS. Our grant programs in the Tribal universe are now highlighted by ongoing Tribal consultations, continued work on Tribal broadband and the importance of not only it, but library and cultural programs to workforce development, health care information and delivery, education, and language, artifact, and document preservation.

As we partnered with the National Museum of African American History and Culture so we will do with the new National Museum of the American Latino and support institutions throughout the nation recognize and celebrate both African American and American Latino heritage. As with the expansion of our AAHC programs our aim is to help develop the professional resources, preserve the cultural diversity, and highlight the cultural and civilizational impact of these often underresourced institutions and underrepresented American citizens.

Our Equity, Diversity, and Inclusion strategies are both outward and inward facing. Our own small staff has worked well with all groups and institutions but as an Agency deeply engaged with the culture of the country, it is well that we reflect it in staffing as well as underlying cultural sensibility. And we are increasing the focus of our professional education and development grantmaking on the expansion of paid internships, scholarships, fellowships, and programs from high school to graduate school, including the underrepresented in the pipelines to employment and management.

The use of technology, the creation of virtual presentations and online access to materials, educational programming, and community connection were all deepened out of necessity during the pandemic. IMLS has continued to be a leader in both thought and deed in our two

professions. Digital Navigation as the continued technological focus of what the reference librarian does, curated skill development and educational programs such as the Career Online High School, telehealth and wellness programs, homework and curricular support including the continued success and expansion of Museums for Digital Learning, a partnership of museum collections and teacher-designed curriculum keep us pushing the technological envelope in ways that increase access and provide resources in a more intentionally equitable way.

Our research and evaluation have expanded beyond internal grading and program improvement to significant exploration of the impact on social wellbeing of libraries and museums and the improved design of our grantmaking based on metrics and understanding of the same. Our most recent convening, Empowering Readers, Empowering Citizens, was created to bring library leadership and researchers together to talk about the importance of putting our resources in the right places to help those most in need and the ways, such as reading, that libraries can leverage their traditional strengths. We will soon do the same for museums.

In the museum world we are developing a museum survey to do something similar to what the Public Library Survey does in the library world. We expect it to throw a strong light on the cultural, economic, and civic importance of our museum field including the vast variety of institutions: historic houses, art museums, science and technology centers, aquariums, zoos, botanical gardens, art museums, natural history museums, etc., etc. The importance of this world to family development needs to be better understood.

IMLS continues to make funds available to institutions across the country to plan their futures and preserve what they have built in collections and intellectual and cultural capital. The post-pandemic future doubles down on this work.

Citizenship education has always been important in libraries and increasingly so in museums. In expanded partnership with U.S. Citizenship and Immigration Services we are working to herald this and more. Citizenship classes, ESL classes, and citizenship ceremonies have a long history in libraries. Making this a part of our America 250 plan, tying it to voter registration and education, and making the citizenship exam on American history and government and the obligations accepted in the citizenship oath a guiding light over the next four years will be a special task.

All of our activities can in one way or another fit under the strategic engagement we have always had with lifelong learning and the civilizational power of museums and libraries.

Finally, I want to thank the IMLS staff for their ongoing dedication to the museum, library, and archival fields we serve, and I look forward to another year of making a difference. As the country opens up again, we look forward to building on our good work in developing a brighter future.

Sincerely,



Crosby Kemper

Director

I. FY 2023 Appropriations Request

SUMMARY OF APPROPRIATIONS REQUEST

The FY 2023 IMLS budget request is \$276,800,000. This amount includes \$264,800,000 for programs and administrative costs authorized by the Museum and Library Services Act (MLSA), which includes the Library Services and Technology Act (LSTA) and the Museum Services Act (MSA), \$6,000,000 for a grants program authorized by the African American History and Culture Act (AAHCA), and \$6,000,000 for a grants program authorized by the National Museum of the American Latino Act (NMALA).

LIBRARY SERVICES

IMLS requests \$201,050,000 for the following library grant programs authorized by the Library Services and Technology Act:

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

MUSEUM SERVICES

IMLS requests \$40,450,000 for the following museum grants and related programs authorized by the Museum Services Act:

- Museums for America
- Museum Empowered
- Inspire! Museum Grants for Small Museums
- Native American and Native Hawaiian Museum Services
- National Leadership Grants for Museums

AFRICAN AMERICAN MUSEUM SERVICES

IMLS requests \$6,000,000 for the grant program authorized by the African American History and Culture Act.

AMERICAN LATINO MUSEUM SERVICES

IMLS requests \$6,000,000 for the grant program authorized by the National Museum of the American Latino Act.

DATA COLLECTION, RESEARCH, AND EVALUATION

IMLS requests \$5,650,000 to support and conduct policy research, data collection, analysis and modeling, evaluation, and dissemination of information to extend and improve the nation's museum, library, and information services.

ADMINISTRATION

IMLS requests \$17,650,000 for its administrative expenses, including acquisition functions and financial reporting; human capital management; grants management; information technology, including data, cybersecurity, and AI; and communications.

Table 1: IMLS Appropriations History, FY 2017–FY 2023

\$ in Thousands

Statutory Authority	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 request
CARES ACT							
Discretionary and Administration	--	--	--	20,000	--	--	--
Grants to States	--	--	--	30,000	--	--	--
Subtotal, CARES Act				50,000			
AMERICAN RESCUE PLAN (ARP) ACT							
Discretionary and Administration	--	--	--	--	22,000	--	--
Grants to States	--	--	--	--	178,000	--	--
Subtotal, ARP Act					200,000		
LIBRARY SERVICES TECHNOLOGY ACT (LSTA)							
Grants to States	156,103	160,803	160,803	166,803	168,803	168,803	170,000
Native American and Native Hawaiian Library Services	4,063	5,063	5,063	5,263	5,263	5,263	5,263
National Leadership: Libraries	13,406	13,406	13,406	13,406	13,406	13,406	15,787
Laura Bush 21 st Century Librarian	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Subtotal, LSTA	183,572	189,272	189,272	195,472	197,472	197,472	201,050
MUSEUM SERVICES ACT (MSA)							
Museums for America	21,149	22,899	22,899	25,899	26,899	27,899	27,830
Native American/Native Hawaiian Museum Services	972	1,472	1,472	1,772	2,272	2,272	2,772
National Leadership: Museums	8,113	8,113	8,113	8,113	8,113	8,113	9,848
Subtotal, MSA	30,234	32,484	32,484	35,784	37,284	38,284	40,450
AFRICAN AMERICAN HISTORY AND CULTURE ACT							
Museum Grants for African American History and Culture	1,481	2,231	2,231	2,731	3,231	5,231	6,000
NATIONAL MUSEUM OF THE AMERICAN LATINO ACT							
Museum Grants for American Latino History and Culture	--	--	--	--	--	4,000	6,000
MUSEUM AND LIBRARY SERVICES ACT (MLSA) GENERAL PROVISIONS							
Research, Evaluation, and Data Collection	1,713	2,013	3,013	3,013	3,513	4,513	5,650
AGENCY WIDE							
Administration	14,000	14,000	15,000	15,000	15,500	18,500	17,650
Total, IMLS Programs and Administration	231,000	240,000	242,000	302,000	457,000	268,000	276,800

IMLS OVERVIEW

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. IMLS was created with the passage of the Museum and Library Services Act of 1996, which was reauthorized on December 31, 2018. The Agency is authorized by law 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.

IMLS 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.

The Agency has an expansive reach. IMLS 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 US 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.

FY 2022–FY 2026 MISSION, VISION, AND STRATEGIC GOALS AND OBJECTIVES

The **mission** of IMLS is to advance, support, and empower America's museums, libraries, and related organizations through grantmaking, research, and policy development.

The Agency carries out its charge as it adapts to meet the changing needs of our nation's museums and libraries and their communities. IMLS's mission is essential to helping these institutions navigate change and continue to improve their services.

The Agency has developed a new strategic plan for FY 2022–2026. The strategic plan goals and objectives reflected below frame how the Agency envisions meeting the essential information, education, research, economic, cultural, and civic needs of the American public over the next five years.

IMLS **envisions** a nation where individuals and communities have access to museums and libraries to learn from and be inspired by the trusted information, ideas, and stories they contain about our diverse natural and cultural heritage.

FY 2022–2026 Strategic Goals and Objectives

Goals	Objectives
Goal 1: Champion Lifelong Learning	Objective 1.1: Advance shared knowledge and learning opportunities for all.
	Objective 1.2: Support the training and professional development of the museum and library workforce.
Goal 2: Strengthen Community Engagement	Objective 2.1: Promote inclusive engagement across diverse audiences.
	Objective 2.2: Support community collaboration and foster civic discourse.
Goal 3: Advance Collections Stewardship And Access	Objective 3.1: Support collections care and management.
	Objective 3.2: Promote access to museum and library collections.
Goal 4: Demonstrate Excellence In Public Service	Objective 4.1: Maximize public investments by cultivating a culture of planning, evaluation, and evidence-based practice.
	Objective 4.2: Increase the impact of IMLS through strategic engagement with public and private sector stakeholders.
	Objective 4.3: Increase the efficiency and effectiveness of Agency operations.
	Objective 4.4: Build a workplace culture that fosters respect and collaboration, promotes open and transparent communication, and embraces diversity, equity, and inclusion.

CHARTING THE POST-PANDEMIC FUTURE: STRENGTHENING THE CAPACITY OF MUSEUMS AND LIBRARIES TO ADDRESS THE CRITICAL NEEDS OF AMERICA

Libraries and museums are our nation’s most trusted institutions. As our national experience with the pandemic over the past two years has made abundantly clear, the American public relies on these community anchor institutions for access to health, economic, education, and other critically needed information, resources, and services. At the same time, the pandemic has exposed areas of significant need and has had a particularly devastating impact on museums, with closures and an anticipated recovery period of several years.

IMLS has so far met the challenges imposed by the pandemic through efficient and timely delivery of museum and library support, leveraging supplemental appropriations, including the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), the

American Rescue Plan (ARP) Act, as well as annual appropriations. Through our programs, initiatives, research, and position as the primary Federal voice for access to museum, library, and information services, IMLS continues to activate the lessons learned from the recent national experience, and build upon a solid infrastructure of support for museums, libraries, and the communities they serve.

The IMLS FY 2023 budget requests support for: (1) Continued Pandemic Response, Economic Recovery, and Community Resilience; (2) Digital Access and Infrastructure; (3) Equitable Engagement, including Capacity Building and Technical Assistance; (4) Information and Critical Literacy Skills; and (5) Civic Engagement and Sustaining our National Heritage.

CONTINUED PANDEMIC RESPONSE, ECONOMIC RECOVERY, AND COMMUNITY RESILIENCE

At times of crisis, museums and libraries are even more critical in their communities. For example, throughout the pandemic, the State Library Administrative Agencies (SLAAs) responded swiftly to the health crisis. Libraries were a dependable resource for a wide range of **information, education, and community services**. This was especially true in underserved communities where access to the Internet was crucially needed for lifesaving health and safety information. Maintaining this access remains central to IMLS's mission to enable the SLAAs to continue to function as force multipliers with modest investments and to have a critical role in pandemic and economic response and workforce development.

IMLS is keenly aware of its responsibility to help identify and address the inequities and challenges involved in **building sustainable and durable infrastructure in underserved communities**. The Agency seeks to build on the legacy of success of its library discretionary programs by strengthening the **capacity of Native American, Alaskan, and Hawaiian libraries** to serve their communities. **Inequities in broadband and the delivery of digital services** were highlighted by the pandemic and the Agency remains committed to working across the Federal government to assist Tribes in meeting their unique challenges. Through Native American Basic and Enhancement Grants and Native Hawaiian Grants, IMLS will invest in durable infrastructure that can withstand future challenges.

COVID-19 had an acute and devastating impact on the **museum community** which, despite innovative approaches to keeping institutions open and accessible, suffered significant losses when in-person experiences—which most museums rely upon—were disrupted. In addition to carrying-out existing programs of support, IMLS will **assess the continued challenges** to the museum community as it emerges from the pandemic, with the objective of developing more comprehensive and robust frameworks of support.

DIGITAL ACCESS AND INFRASTRUCTURE

As the pandemic continues, libraries and museums continue to serve as community access points for **digital connectivity** (especially access to hardware and equipment) and access to information and resources through digital collections and programming.

Expanding digital access and infrastructure remains a cornerstone of IMLS's mission. The Agency continues to amplify its commitment to broadband and digital resources and services, which include: providing access to digital content and connectivity, hotspots, equipment deployment, and device lending; advancing digital literacy efforts; sustaining workforce development and homework assistance programs; cultivating telehealth/telemedicine; furnishing related services that address historic inequity; and supporting various other means of access to information through digital collections, resources, and programming.

With the Administration's and Congress's shared commitment to broadband, our nation is better able to address connectivity, but **real inclusion** must necessarily be about **using the Internet**. IMLS's support of digital navigation programs and the expansion of skill and information programs in and through libraries and museums continues to serve that priority.

EQUITABLE ENGAGEMENT, INCLUDING THROUGH CAPACITY BUILDING AND TECHNICAL ASSISTANCE

IMLS addresses equitable engagement directly in the museum and library sectors that we serve. The Agency is committed to building upon its significant investments in initiatives that have facilitated **capacity-building** within small and rural libraries and museums, communities in poverty, as well as cultural heritage institutions serving historically underserved/underrepresented populations. IMLS is developing focused **outreach and technical assistance initiatives**, along with **program evaluations**, and formal and informal **engagement**, to ensure that its capacity-building

programming and investments are shaped by **data and measurable goals**.

The Agency continues its efforts to address the challenges associated with the **professional development and advancement** of library and museum professionals, particularly for underrepresented candidates and practitioners. IMLS will develop stronger survey and data collection measures to inform and design impactful programs.

IMLS also is committed to the **ongoing support of libraries and museums that have been historically underserved and underrepresented** in the federal funding opportunities. This commitment not only includes improving access to IMLS funding, but the building of these institutions' capacity to meet the needs of their communities. The Agency has made significant investments in initiatives that have facilitated capacity building within small and rural libraries and museums, and cultural heritage institutions serving historically underserved/underrepresented populations. These efforts, along with the program evaluations and formal and informal engagement mentioned above, affirm the need to continue to invest in capacity building in the sectors and internally. Robust support in these areas align with the Biden-Harris Administration's Executive Orders and commitment to equity.

INFORMATION AND OTHER CRITICAL LITERACY SKILLS

IMLS continues its robust commitment to supporting **literacy in its many forms**. This work spans numerous IMLS programs and priorities, from digital inclusion and support for digital platforms, to health education resources and climate literacy.

We recognize the unique challenges of **addressing mis- and disinformation** and are investing in strategies and tools to help mitigate their negative impact. These approaches recognize and leverage the role of museums and libraries as trusted sources of information.

SUSTAINING OUR HERITAGE, PREPARING FOR THE 250TH ANNIVERSARY OF OUR NATION

Finally, IMLS recognizes the opportunity presented by the **forthcoming Semiquincentennial**—our nation's 250th anniversary—to support the **dynamism and richness of our Nation's communities** by reinvigorating efforts to engage the whole of the nation in projects and activities that reflect the depth and breadth of the American experience and conserve our diverse historic, cultural, and natural collections.

Following this second post-pandemic year, IMLS stands poised to forge its future course with a deepened understanding of our priorities for fulfilling our mission of ensuring the **availability of museum, library, and information services** to meet the needs of the American public.

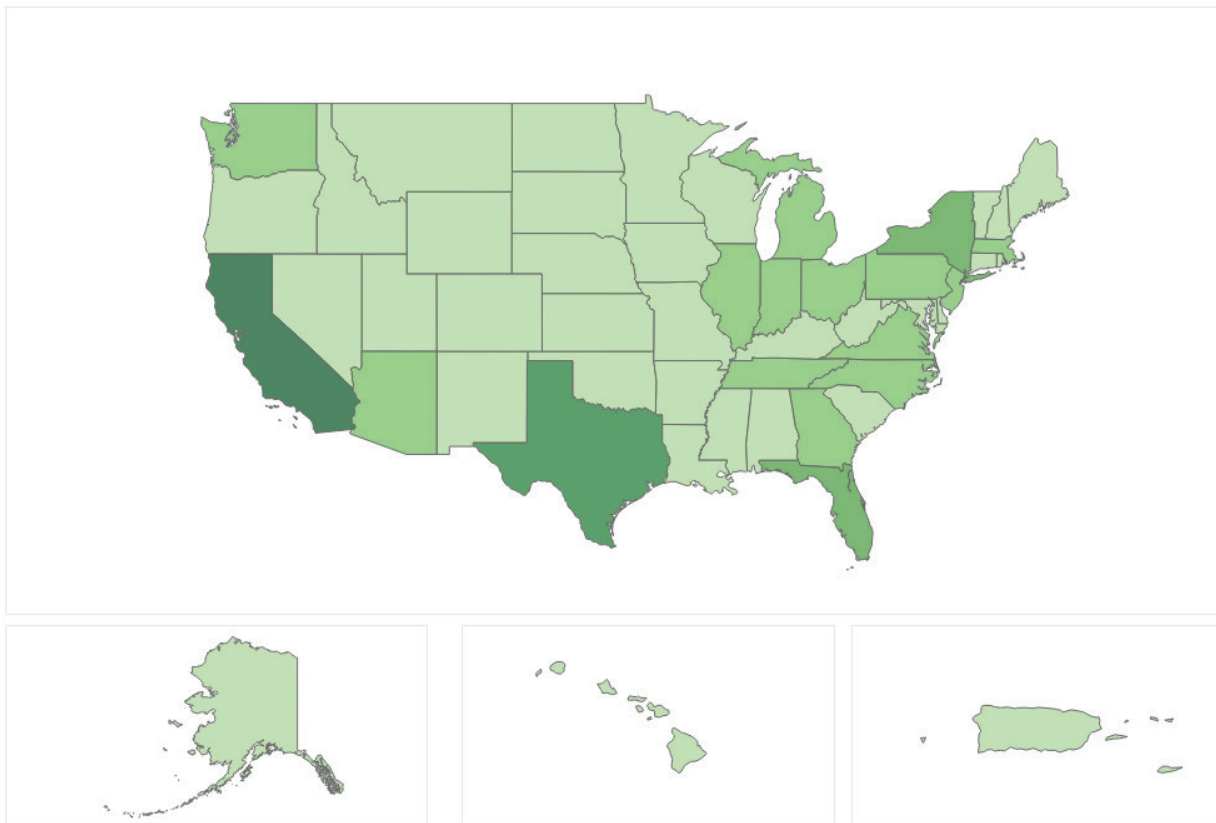
II. Program Descriptions

LIBRARY SERVICES

GRANTS TO STATES

FY 2023 Budget Request: \$170,000,000

Map 1: FY 2021 Library Grants to States Distribution



\$ Awarded

68,175 16M

Please visit [IMLS.gov/#imls-map](https://www.imls.gov/#imls-map) to explore interactive award data.

The Grants to States program is the largest source of federal funding support for library services in the United States. IMLS funds enable State Library Administrative Agencies (SLAAs) to advance library services throughout each state and territory.

Awards Based upon State Plan and Population-Based Formula

The library Grants to States program awards population-based formula grants to each State Library Administrative Agency (SLAA) in the 50 states of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the United States Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, the Republic of the Marshall Islands, the Federated States of Micronesia, and the Republic of Palau (see 20 U.S.C. §9122 and 9131).

The formula consists of a minimum allotment set by law plus a supplemental amount based on population (dependent on annual appropriations). Population data are based on the information available from the U.S. Census Bureau.

The Museum and Library Services Act of 2018 increased minimum allotments for states from \$680,000 to \$1,000,000, and for Pacific territories and freely associated states, from \$60,000 to \$100,000. Increases to the minimum allotments depend on increases to the program's overall budget, which was level funded in FY 2022. With this program budget, the base holds at \$833,845 for states, with \$60,000 for other entities. The Act limits administrative costs at the state level to four percent and requires a 34 percent match from non-federal state or local funds.

Planning and Reporting

Programs and services delivered by each SLAA support the purposes and priorities set forth in the Library Services and Technology Act (LSTA). SLAAs must complete five-year plans, conduct a five-year evaluation based on these plans, and report annually to IMLS on their progress in strengthening library services, which helps improve practice and inform policy. SLAAs set goals and objectives for their states regarding the use of Grants to States funds within the statutorily required five-year plan approved by IMLS. These goals and objectives are determined through a planning process that includes statewide needs assessments.

States are currently in the 2018–2022 cycle, with four of those annual funding allotments out to the states (FY 2022 remains). States will be submitting their Five-Year Evaluations of the 2018–2022 Five-Year Plans by the end of March 2022 and submitting new Five-Year Plans for the 2023–2027 cycle by the end of June 2022. The new FY 2023 cycle begins on October 1, 2022. States will continue to manage their funds from the 2018–2022 cycle through the end of 2023.

Five-year plans, submitted in June 2017, cover activities from FY 2018 through FY 2022. Significant program priorities outlined in the plans include the following:

LIBRARIES FOR THE BLIND AND PRINT DISABLED

IMLS supports **Libraries for the Blind and Print Disabled** (or Talking Book services) as a priority. These programs provide access to reading materials in alternate formats. In recent years, more than 10 percent of all Grants to States funding, tens of millions of dollars, go to support these kinds of services. These programs reflect **IMLS LSTA priorities**, such as increasing access to library services and reaching underserved populations.

BROADBAND

Broadband includes important technology infrastructure for libraries, such as digital access, devices, tools, and services. Libraries play a significant role in providing digital access, fostering digital literacy, and encouraging adoption of Internet use, which impacts the health and vitality of communities. The IMLS Public Libraries Survey reflects that over 99% of public libraries provide Internet access.

RURAL POPULATIONS

Ensuring a focus on **rural populations**. Rural libraries serve approximately 30 million Americans, helping their communities solve persistent challenges with broadband access, early learning, workforce development, and access to reliable information.

WORKFORCE DEVELOPMENT

Community **workforce development** is separate from the training of library staff. States use federal funds to support job centers and programs, develop resume-building and interview skills in library customers, and acquire business databases for market research. During the COVID-19 pandemic, libraries have adapted programs to reach un- and under-employed members of their communities in new ways.

EARLY LEARNING

Early learning which includes programs to get books into the hands of young readers, as well as specialized programs to help caregivers foster literacy-rich environments for young learners. States also focus on partnerships with other **Elementary or Secondary Education agencies**. These programs focus on advancing early learning, reading initiatives, or other programs targeted to students.

SLAAs have reported on the results of programs and services delivered through Grants to States funding using IMLS's State Program Report framework, for a more nationally comparable set of data that also incorporates outcomes. IMLS provides technical assistance and hosts an annual conference to identify trends, share best practices, and train SLAAs.

At the current FY 2022 funding level of \$168.8M, this formula-based funding program provides approximately \$0.51/per capita. Increasing the total amount to \$170M would move Grants to States funding closer to \$177M, or \$0.53/per capita, the amount authorized in IMLS Museum and Library Services Act of 2018. Moving closer to the program's fully authorized levels will improve equity in funding among the states and permit the states to sustain and further enhance services implemented and created during the pandemic with supplemental funding through CARES Act and ARP Act.

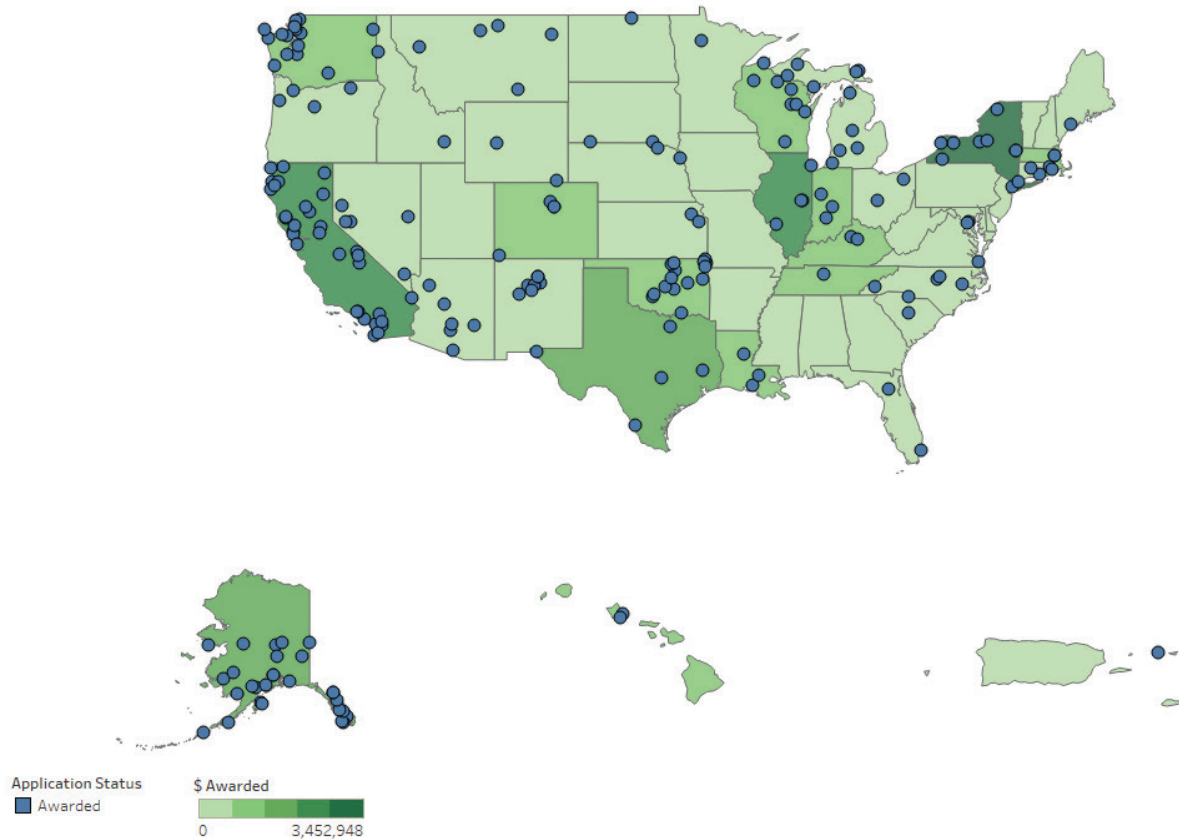
Table 2: State Allotments for FY 2018–FY 2022

State	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Alabama	\$2,530,248	\$2,561,123	\$2,661,980	\$2,695,292	\$2,715,590
Alaska	\$960,795	\$963,807	\$1,073,876	\$1,110,387	\$1,108,522
American Samoa	\$79,291	\$79,295	\$78,820	\$77,537	\$78,618
Arizona	\$3,343,080	\$3,440,045	\$3,566,322	\$3,640,805	\$3,512,300
Arkansas	\$1,820,298	\$1,839,886	\$1,944,233	\$1,980,065	\$1,961,752
California	\$15,686,445	\$15,903,734	\$15,837,311	\$15,723,840	\$15,642,110
Colorado	\$2,808,239	\$2,871,967	\$2,987,680	\$3,030,470	\$2,996,276
Connecticut	\$2,041,923	\$2,054,959	\$2,152,655	\$2,142,520	\$2,089,045
Delaware	\$1,045,111	\$1,052,221	\$1,166,087	\$1,207,081	\$1,204,611
District of Columbia	\$943,402	\$950,343	\$1,064,056	\$1,103,450	\$1,092,101
Federated States of Micronesia	\$0	\$0	\$98,996	\$98,456	\$97,831
Florida	\$8,644,793	\$8,877,156	\$8,971,754	\$9,053,930	\$8,900,550
Georgia	\$4,638,552	\$4,728,475	\$4,837,336	\$4,884,643	\$4,845,780
Guam	\$123,679	\$124,712	\$124,141	\$123,845	\$117,616
Hawaii	\$1,221,833	\$1,226,683	\$1,334,393	\$1,366,010	\$1,378,888
Idaho	\$1,331,679	\$1,355,116	\$1,475,703	\$1,524,829	\$1,522,646
Illinois	\$5,539,108	\$4,197,554	\$5,619,426	\$5,594,765	\$5,632,518
Indiana	\$3,210,443	\$3,255,404	\$3,358,276	\$3,388,738	\$3,375,231
Iowa	\$1,873,979	\$1,816,284	\$1,996,489	\$2,030,383	\$2,028,735
Kansas	\$1,785,699	\$1,800,508	\$1,904,455	\$1,927,141	\$1,934,170

State	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Kentucky	\$2,370,622	\$2,399,688	\$2,496,185	\$2,527,254	\$2,521,417
Louisiana	\$2,457,975	\$2,172,724	\$2,270,083	\$2,590,821	\$2,578,316
Maine	\$1,187,054	\$1,195,092	\$1,307,113	\$1,344,502	\$1,344,090
Maryland	\$2,977,151	\$3,005,571	\$3,096,917	\$3,124,301	\$3,147,403
Massachusetts	\$3,283,698	\$3,336,328	\$3,419,294	\$3,441,168	\$3,466,762
Michigan	\$4,461,273	\$4,526,980	\$4,597,286	\$4,603,447	\$4,608,111
Minnesota	\$2,796,644	\$2,839,491	\$2,727,652	\$2,945,597	\$2,971,100
Mississippi	\$1,812,638	\$1,457,232	\$1,498,515	\$1,769,132	\$1,907,865
Missouri	\$3,000,439	\$3,037,797	\$3,131,845	\$3,160,515	\$3,139,047
Montana	\$1,078,723	\$1,088,834	\$1,202,258	\$1,242,546	\$1,239,920
Nebraska	\$1,408,780	\$1,422,489	\$1,455,674	\$1,518,108	\$1,568,488
Nevada	\$1,817,929	\$1,847,802	\$1,967,970	\$2,020,813	\$1,996,617
New Hampshire	\$1,189,668	\$1,202,040	\$1,313,013	\$1,350,605	\$1,349,771
New Jersey	\$4,098,162	\$4,108,490	\$4,176,749	\$4,193,381	\$4,312,855
New Mexico	\$1,472,543	\$1,486,436	\$1,593,627	\$1,630,508	\$1,626,921
New York	\$8,213,994	\$8,200,921	\$8,201,170	\$8,147,500	\$8,399,826
North Carolina	\$4,579,356	\$4,676,190	\$4,788,098	\$4,843,343	\$4,743,713
North Dakota	\$966,715	\$972,520	\$1,085,494	\$1,123,304	\$1,125,639
Northern Marianas	\$79,735	\$79,904	\$79,580	\$79,539	\$77,726
Ohio	\$5,105,116	\$5,178,743	\$5,245,313	\$5,256,514	\$5,253,097
Oklahoma	\$2,079,542	\$2,006,878	\$2,040,924	\$2,065,385	\$2,211,786
Oregon	\$2,252,423	\$2,292,818	\$2,401,036	\$2,438,090	\$2,420,826
Palau	\$0	\$0	\$68,255	\$68,175	\$68,125
Pennsylvania	\$5,540,441	\$5,608,864	\$5,668,980	\$5,668,793	\$5,703,751
Puerto Rico	\$1,946,652	\$1,909,671	\$1,917,413	\$1,614,152	\$1,751,966
Republic of the Marshall Islands	\$0	\$0	\$89,662	\$89,816	\$89,927
Rhode Island	\$1,082,194	\$1,086,913	\$1,198,673	\$1,233,676	\$1,244,847
South Carolina	\$2,587,038	\$2,636,653	\$2,755,451	\$2,807,439	\$2,750,851
South Dakota	\$1,010,089	\$1,019,533	\$1,132,165	\$1,171,493	\$1,165,929
Tennessee	\$3,229,104	\$3,285,474	\$3,395,186	\$3,438,619	\$3,422,164
Texas	\$11,423,230	\$11,726,054	\$11,833,840	\$11,938,821	\$11,749,721
Utah	\$1,857,325	\$1,896,568	\$2,015,862	\$2,063,031	\$2,059,165
Vermont	\$916,715	\$921,034	\$1,032,931	\$1,069,610	\$1,074,697
Virgin Islands	\$100,604	\$101,037	\$100,443	\$100,043	\$92,639
Virginia	\$3,894,862	\$3,958,075	\$4,044,775	\$4,083,012	\$4,066,564
Washington	\$3,490,908	\$3,580,111	\$3,694,301	\$3,743,762	\$3,719,707
West Virginia	\$1,369,223	\$1,361,510	\$1,477,637	\$1,498,000	\$1,505,646
Wisconsin	\$2,879,721	\$2,917,382	\$3,011,929	\$3,039,902	\$3,041,221
Wyoming	\$899,885	\$902,345	\$1,015,712	\$1,054,096	\$1,049,894

DISCRETIONARY GRANTS

Map 2: FY 2021 Library Discretionary Grant Distribution



Please visit [IMLS.gov/#ims-map](https://www.ims.gov/#ims-map) to explore interactive award data.

The Office of Library Services offers five funding opportunities: National Leadership Grants for Libraries, Native American Library Services Basic Grants, Native American Library Services Enhancement Grants, Native Hawaiian Library Services Grants, and Laura Bush 21st Century Librarian Program.

National Leadership Grants for Libraries

FY 2023 Budget Request: \$15,787,000

This program supports projects that enhance the quality of library and archive services nationwide by advancing theory and practice. Successful proposals will generate results such as new tools, research findings, models, services, practices, or collaborative approaches that will be widely used, adapted, scaled, or replicated to extend the benefits of federal investment.

Applying an equity lens, the FY 2023 goals of the National Leadership Grants for Libraries program are to:

- build the workforce and institutional capacity for managing the national information infrastructure and serve the information and education needs of the public;
- build the capacity of libraries and archives to lead and contribute to efforts that improve community well-being and strengthen civic engagement;
- improve the ability of libraries and archives to provide broad access to and use of information and collections with emphasis on collaboration to avoid duplication and maximize reach;
- strengthen the ability of libraries to provide services to affected communities in the event of an emergency or disaster; and
- strengthen the ability of libraries, archives, and museums to work collaboratively for the benefit of the communities they serve.

National Leadership Grants for Libraries: FY 2021

NUMBER OF PRELIMINARY PROPOSALS	NUMBER OF FULL APPLICATIONS	NUMBER OF AWARDS	FUNDS REQUESTED	FUNDS AWARDED	AWARDEE MATCH [‡]
172	94*	39	\$47,707,123	\$12,245,784 [†]	\$3,658,831

**Number of Full Applications represents a portion of the highly rated preliminary proposals submitted through Grants.gov. Institutions must resubmit a full application to be considered for an award.
[†]FY 2021 awards include those made with FY 2021 Annual Appropriations and a portion of ARP Act funds.
[‡]Cost share requirements vary by project type.*

Native American and Native Hawaiian Library Services Grants

FY 2023 Budget Request: \$5,263,000

The following three programs are designed to assist Native American Tribes and Native Hawaiian libraries in improving core services for their communities. Information needs and approaches to meeting them are evolving at an unprecedented pace in all communities, and to operate within this environment effectively for the benefit of their users, libraries must be able to both strengthen existing services and move quickly to adopt new and emerging technologies.

Native American Library Services Basic Grants

Native American Library Services Basic Grants are awarded non-competitively. This program is designed to assist Native American Tribes in improving core library services for their communities.

The goals of the Native American Library Services Basic Grants program are to:

- improve services for learning and accessing information in a variety of formats to support needs for education, workforce development, economic and business development, health information, critical thinking skills, digital literacy skills, and financial literacy and other types of literacy skills; and

- enhance the skills of the current library workforce and leadership through training, continuing education, and opportunities for professional development.

Native American Library Services Enhancement Grants

Native American Library Services Enhancement Grants are awarded competitively. This program is designed to assist Native American Tribes in improving core library services for their communities.

The goals of the Native American Library Services Enhancement Grants program are to:

- improve digital services to support needs for education, workforce development, economic and business development, health information, critical thinking skills, and digital literacy skills;
- improve educational programs related to specific topics and content areas of interest to library patrons and community-based users; and
- enhance the preservation and revitalization of Native American cultures and languages.

Native Hawaiian Library Services Grants

This program is designed to assist Native Hawaiian libraries in improving core library services for their communities.

The goals of the Native Hawaiian Library Services Grants program are to:

- improve digital services to support needs for education, workforce development, economic and business development, health information, critical thinking skills, and digital literacy skills;
- improve educational programs related to specific topics and content areas of interest to library patrons and community-based users; and
- enhance the preservation and revitalization of Native Hawaiian culture and language.

Native American and Native Hawaiian Library Service Programs: FY 2021					
PROGRAM	NUMBER OF APPLICATIONS	NUMBER OF AWARDS	FUNDS REQUESTED	FUNDS AWARDED	AWARDEE MATCH [†]
Basic Grants (non-competitive)	172	172	\$1,806,790	\$1,806,790	\$0
Enhancement Grants	28	24	\$3,670,126	\$3,305,045*	\$30,859
Native Hawaiian	6	3	\$867,764	\$450,000	\$23,310
Total	206	199	\$6,344,680	\$5,561,835	\$54,169

*FY 2021 Enhancement Grant awards include those made with FY 2021 Annual Appropriations and a portion of ARP Act funds.

[†]Matching funds are not required for these programs.

Laura Bush 21st Century Librarian Program
 FY 2023 Budget Request: \$10,000,000

This program supports developing a diverse workforce of librarians to better meet the changing learning and information needs of the American public by enhancing the training and professional development of library and archives professionals; developing faculty and library leaders; and recruiting, educating, and retaining the next generation of library and archives professionals.

In FY 2023, the goals of the Laura Bush 21st Century Librarian Program are to:

- recruit, train, develop, and retain a diverse workforce of library and archives;
- develop faculty, library, and archives leaders by increasing the institutional capacity of libraries, archives, and of graduate schools of library and information science; and
- enhance the training and professional development of the library and archival workforce to meet the needs of their communities.

Laura Bush 21st Century Librarian Program: FY 2021					
NUMBER OF PRELIMINARY PROPOSALS	NUMBER OF INVITED APPLICATIONS	NUMBER OF AWARDS	FUNDS REQUESTED	FUNDS AWARDED	AWARDEE MATCH [‡]
127	71*	39	\$36,584,136	\$10,465,420 [†]	\$2,756,155

*Number of Full Applications represents a portion of the highly rated preliminary proposals submitted through Grants.gov. Institutions must resubmit a full application to be considered for an award.

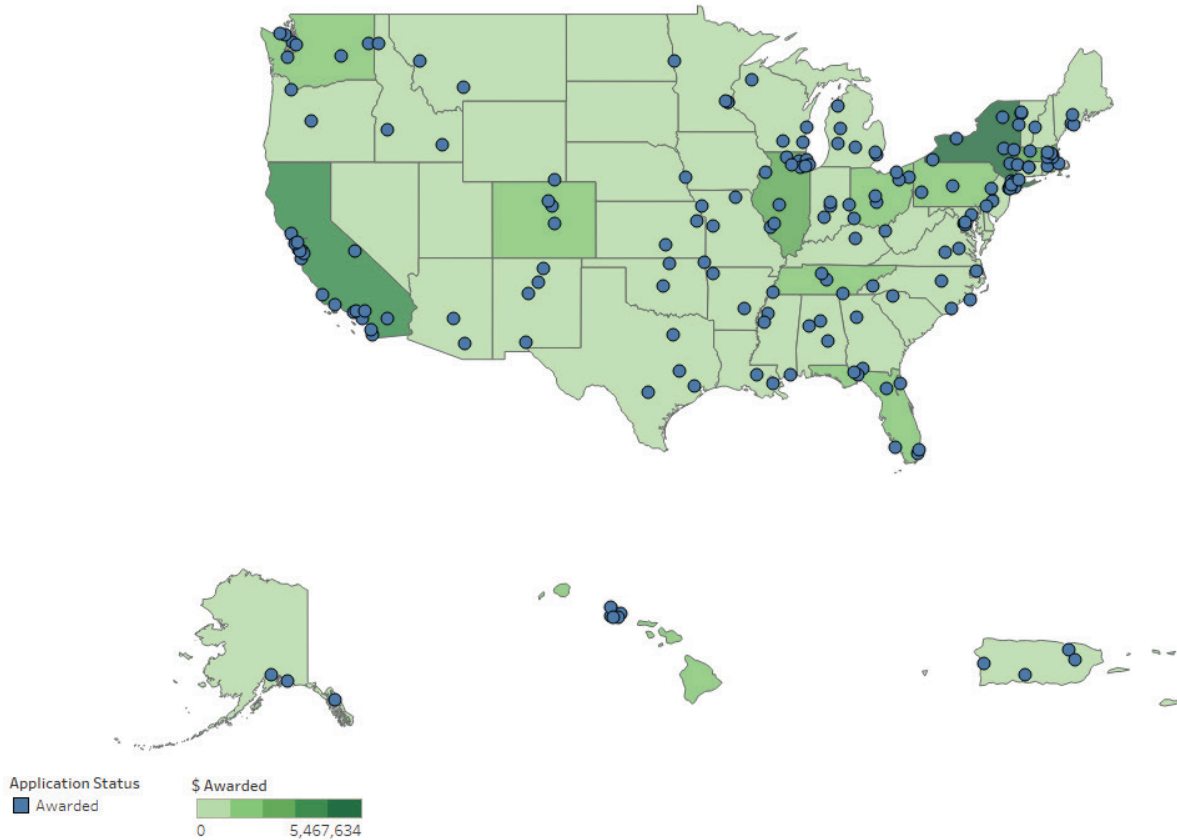
[†]FY 2021 awards include those made with FY 2021 Annual Appropriations and a portion of ARP Act funds.

[‡]Match requirements vary by project type.

MUSEUM SERVICES

DISCRETIONARY GRANTS

Map 3: FY 2021 Museum Discretionary Grant Distribution



Please visit [IMLS.gov/#imls-map](https://www.imls.gov/#imls-map) to explore interactive award data.

The Office of Museum Services offers six competitive funding opportunities: Museums for America, Inspire! Grants for Small Museums and Museums Empowered (two special initiatives of the Museums for America program), National Leadership Grants for Museums, Native American/Native Hawaiian Museum Services, Museum Grants for African American History and Culture, and the new Museum Grants for American Latino History and Culture.

Museums for America

FY 2023 Budget Request: \$27,830,000

The Museums for America (MFA) grant program supports projects intended to strengthen the ability of an individual museum to serve its public. This program supports museums of all types and all sizes by investing in high-priority activities that are clearly linked to a museum’s strategic plan and enhance its value to its community.

For FY 2023, the goals of the MFA program are to:

- Empower people of all ages and backgrounds through experiential and cross-disciplinary learning and discovery;
- Maximize the use of museum resources to address community needs through partnerships and collaborations; and
- Manage and care for collections and their associated documentation.

Museums for America: FY 2021				
NUMBER OF APPLICATIONS	NUMBER OF AWARDS	FUNDS REQUESTED	FUNDS AWARDED	AWARDEE MATCH
394	126	\$70,744,085	\$23,265,670*	\$29,744,727

**FY 2021 awards include those made with FY 2021 Annual Appropriations and a portion of ARP Act funds.*

Inspire! Grants for Small Museums

Inspire! Grants for Small Museums is a special initiative of the Museums for America grant program.

Inspire! Grants are designed to support projects that build the capacity of small museums. This program supports small museums by investing in high-priority activities that are clearly linked to the museum’s strategic plan and enhance its value to its community.

For FY 2023, the goals of the Inspire program are to:

- empower people of all ages and backgrounds through experiential and cross-disciplinary learning and discovery;
- build the capacity of small museums to work more effectively; and
- manage and care for collections and their associated documentation.

Inspire! Grants for Small Museums*: FY 2021				
NUMBER OF APPLICATIONS	NUMBER OF AWARDS	FUNDS REQUESTED	FUNDS AWARDED	AWARDEE MATCH
301	60	\$15,661,784	\$2,604,652†	\$1,200,303

**A special funding opportunity within Museums for America. Matching funds are not required for this program.*

†FY 2021 awards include those made with FY 2021 Annual Appropriations and a portion of ARP Act funds.

Museums Empowered

Museums Empowered is a special initiative of the Museums for America program.

The Museums Empowered grant program supports projects that use the transformative power of professional development and training to generate systemic change within a museum.

This grant program supports museums of all types and sizes by investing in the professional development of museum staff, leadership, and volunteers to enhance their skills and ensure the highest standards in all aspects of museum operations. The funding opportunity focuses on four areas of relevant needs in the museum field: Digital Technology, Diversity and Inclusion, Evaluation, and Organizational Management.

For FY 2023, the goals of the Museums Empowered program are to empower museum staff through professional development to:

- integrate digital technology with museum operations and communications, audience engagement, or collections care and management;
- support diversity and inclusion efforts that provide inclusive services to people of diverse geographic, cultural, and socioeconomic backgrounds and to individuals with disabilities;
- use evaluation as a tool to shape museum programs and improve outcomes; and
- improve organizational management and generate an innovative, resilient, and sustainable organizational culture.

Museums Empowered*: FY 2021

NUMBER OF APPLICATIONS	NUMBER OF AWARDS	FUNDS REQUESTED	FUNDS AWARDED	AWARDEE MATCH
63	22	\$13,137,486	\$3,635,041	\$4,287,890

*A special funding opportunity within Museums for America.

National Leadership Grants for Museums

FY 2023 Budget Request: \$9,848,000

The National Leadership Grants for Museums (NLG-M) program is designed to support projects that address critical needs of the museum field and that have the potential to advance practice in the profession so that museums can strengthen service for the American public. This program supports projects that have far-reaching impact to influence practice across one or more disciplines or specific fields within the museum sector; that reflect a thorough understanding of current practice and knowledge about the subject matter, and an awareness of and support for current strategic initiatives and agendas in the field; that employ novel approaches or techniques new to the project area; that use collaboration to demonstrate broad need, field-wide buy-in and input, and access to appropriate expertise; and that generate results such as

models, new tools, research findings, services, practices, and/or alliances that can be widely used, adapted, scaled, or replicated to extend and leverage the benefits of federal investment.

For FY 2023, the goals of the National Leadership Grants for Museums program are to advance the museum field's ability to:

- empower people of all ages and backgrounds through experiential and cross-disciplinary learning and discovery;
- maximize the use of museum resources to address community needs through partnerships and collaborations; and
- identify new solutions that address high priority and widespread collections care or conservation issues.

National Leadership Grants for Museums: FY 2021

NUMBER OF APPLICATIONS	NUMBER OF AWARDS	FUNDS REQUESTED	FUNDS AWARDED	AWARDEE MATCH ¹
78	17	\$40,225,907	\$8,083,000*	\$4,479,722

*FY 2021 awards include those made with FY 2021 Annual Appropriations and a portion of ARP Act funds.

¹Cost share requirements vary by project type.

Native American/Native Hawaiian Museum Services

FY 2023 Budget Request: \$2,772,000

Native American/Native Hawaiian Museum Services (NANH) is designed to support Indian Tribes and organizations that primarily serve and represent Native Hawaiians in sustaining heritage, culture, and knowledge through exhibitions, educational services and programming, professional development, and collections stewardship.

For FY 2023, the goals of the Native American/Native Hawaiian Museum Services program are to:

- empower people of all ages and backgrounds through experiential and cross-disciplinary learning and discovery;
- build the capacity of Indian Tribes and organizations that primarily serve and represent Native Hawaiians to work more effectively; and
- advance the management and care of Native American and Native Hawaiian collections and their associated documentation.

Native American/Native Hawaiian Museum Services Program: FY 2021				
NUMBER OF APPLICATIONS	NUMBER OF AWARDS	FUNDS REQUESTED	FUNDS AWARDED	AWARDEE MATCH*
234	26	\$3,035,970	\$2,272,000	\$67,694

**Matching funds are not required for this program.*

African American History and Culture (AAHC) and National Museum of the American Latino Act (NMALA)

For FY 2023, we request \$6M to support projects and investment in each of the African American History and Culture (AAHC) and National Museum of the American Latino Act (NMALA) programs. These programs are cornerstone efforts for ensuring the stories and experiences of all Americans are valued and preserved. As Congress and the Administration have authorized IMLS to develop new programs in partnership with the National Museum of the American Latino, we are coordinating with the Smithsonian on this as we did so successfully with the National Museum of African American History and Culture.

Adding a modest amount of additional funding will enable these programs to fulfill their purposes of building a more equitable and inclusive cultural landscape. Priority activities for this area include:

1. **Bridging Museum-Library Ecosystems:** While the AAHC and NMALA programs are focused on supporting museum-based activities, there is great opportunity to leverage funds to encourage partnerships between eligible museums and libraries with African American and/or Latinx-focused collections and content to allow for impactful professional exchange and support of vibrant networks of mutual support.
2. **Building an Equitable Workforce:** Both the AAHC and NMALA programs are authorized to support scholarships and fellowships to advance scholarship in related academic areas. IMLS' pilot HBCU fellowship program in partnership with the National Museum of African American History and Culture (NMAAHC) provides a foundation for scaling up the existing program supported by AAHC and implementing a new program under NMALA, which will work with both HBCUs and Hispanic-Serving Institutions (HSIs).

3. Initiatives and Convenings: Aligned with IMLS’ activities in support of America250, IMLS will hold convenings with the AAHC and NMALA programs’ constituencies and other thought leaders to identify the most effective and equitable strategies for highlighting

the contributions of African Americans and Latinos to our national cultural heritage. These convenings will contribute to both the Agency’s Semiquincentennial portfolio and capacity-building for the field.

Museum Grants for African American History and Culture

FY 2023 Budget Request: \$6,000,000

The Museum Grants for African American History and Culture (AAHC) program builds the capacity of African American museums to preserve and make available their collections to the public, supports the growth and development of museum professionals at African American museums, and increases access to museum and archival collections and educational programs at African American museums and Historically Black Colleges and Universities (HBCUs).

In FY 2023, the goals of the AAHC program are to:

- build the capacity of African American museums by improving operations and care of collections;
- support the growth and development of museum professionals at African American museums;
- Support internship and fellowship opportunities at African American museums and scholarships with the purpose of assisting individuals who are pursuing careers in African American history and culture.
- Expand educational programming.

IMLS requests a small increase in funding for the Agency’s Museum Grants for African American History and Culture (AAHC) grant program, which supports the unique mission of these museums by funding a range of activities to advance professional development, build organizational capacity, and increase public access to collections. Since its establishment,

IMLS has supported 110 organizations in 31 States. While appropriations for AAHC grants are statutorily authorized at \$15 million per year, under P.L. 108-84, the Agency has only been able to carry out a small part of the statutorily authorized activities with its limited funding. Although the Agency is aware of significant need for internship and fellowship opportunities, and scholarship support for individuals who are pursuing the study of African American life, art, history, and culture, the Agency’s program has not been able to meet this need nor enhanced educational programming.

From its recent assessments and pilot projects, IMLS has identified particularly significant needs for museum, library, and archival services at Historically Black Colleges and Universities (HBCUs). We are focused on African American History and Culture work, particularly at HBCUs and in African American cultural institutions, but also in professional development, exhibits, and collection development stressing inclusion and diversity in cultural institutions. Paid internships, scholarships, fellowships, and sponsorships—i.e., direct equity funding—are of utmost importance. A 2020 program evaluation report has shown the need for continued strengthening of African American museum operations, especially given the effects of the pandemic. An increase would assist toward those goals highlighted by African American museum stakeholders as well as take a substantive step in realizing the full spectrum of activities in the African American History and Culture Act.

Museum Grants for African American History and Culture: FY 2021				
NUMBER OF APPLICATIONS	NUMBER OF AWARDS	FUNDS REQUESTED	FUNDS AWARDED	AWARDEE MATCH*
72	24	\$11,273,876	\$3,231,000	\$3,108,724

*Match requirements vary by project type.

Museum Grants for American Latino History and Culture

FY 2023 Budget Request: \$6,000,000

IMLS requests funding to implement the education provisions of the National Museum of the American Latino Act (“American Latino Act”), which was recently enacted into law on December 27, 2020 (P.L. 116-260). The legislation closely aligns with the Administration’s goals for equity and social justice per the President’s Executive Order 13985 and recognizes the contributions of the nation’s 60 million Latino Americans. The Act 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 2022 IMLS is establishing the framework for programs of support and providing financial assistance to American Latino museums and related organizations to elevate the stories, contributions, and experiences of Latino Americans. In FY 2023 a solicitation will be announced for this program.

DATA COLLECTION, RESEARCH, AND EVALUATION

FY 2023 Budget Request: \$5,650,000

IMLS requests \$5,650,000 to collect data, carry out research, and identify best practices in cooperation with the nation's libraries and museums. The Museum and Library Service Act authorizes the Director of IMLS to annually conduct policy research, analysis, and data collection with ongoing collaboration (as determined appropriate by the Director), and in consultation, with (1) state library administrative agencies; (2) national, state, and regional library and museum organizations; and (3) other relevant agencies and organizations.

IMLS manages the nationwide Public Libraries Survey (PLS), a federal statistical program that examines when, where, and how library services are changing to meet the needs of the public. It also supports other nationally recognized statistical surveys, including the State Library Administrative Agency (SLAA) survey. In addition to these national surveys, IMLS conducts studies of our programs and the populations affected, including evaluations of existing programs, assessments of innovative approaches to museum and library services, research syntheses, and descriptive and exploratory studies.

Funding within this program will support furthering empirical research to develop and disseminate robust bases of evidence around pertinent issues influencing libraries, archives, and museums and the communities and individuals whom they serve. Blending statistical and qualitative methods, these research activities will continue to seek to inform policymakers, practitioners, and the broader American public.

Additional funding will be allocated for evaluating and monitoring IMLS grant programs and related strategic initiatives. These investigations will enable better understanding of and ability to improve the effectiveness of core agency activities. In doing so, IMLS will continue strengthening its use of evidence to prudently invest taxpayer dollars in grantmaking efforts that strengthen the capabilities of the country's museum and library sectors.

DATA COLLECTION

Public Libraries Survey

The Public Libraries Survey (PLS) is an annual survey of the nation's approximately 9,300 local public library systems that provides information on key metrics of library health and services across the United States and the outlying territories. This data, supplied annually by public libraries across the country, provide information that policymakers and practitioners can use to make informed decisions about the support and strategic management of libraries. The PLS provides reliable and objective data in a wide variety of formats used by scholars and researchers to inform policy decisions. IMLS uses this federal statistical data to analyze long-term trends in how public libraries serve their communities, including a summary report highlighting salient findings, research briefs delving into important topics of national concern, and public use data files to enable others to use the evidence.

IMLS continues to improve the utilization of PLS data by practitioners, policymakers, researchers, and other segments of the American public. Recent examples of usage include the January 2021 research brief on the use and cost of public library materials that established the baseline for prior availability and usage of electronic materials with FY 2014 and FY 2018 data from before the COVID-19 pandemic to better measure the impact of the pandemic on library services in FY 2021 and beyond. In FY 2022 IMLS will release a research brief on how public libraries adjusted services in reaction to the pandemic as captured in FY 2020 data. The Agency is also currently designing a more robust Library Search and Compare Tool that includes integrated visuals and mapping capabilities. We have also focused on bringing table production in-house through automated scripts in our data warehouse, rather than Contractor-developed analysis. This change will allow IMLS to release findings more quickly from the annual PLS, in a more searchable and dynamic format.

An FY 2023 priority is to continue improving the effectiveness of updating the annual survey questionnaire to increase its relevance while also ensuring retention of historically super-high response rates nearing 100% across all the country's local public library systems. These efforts reflect the high degree of cooperation between IMLS and its state partners and in blending statistical and library scientific bases of expertise.

IMLS will also focus on new, in-depth reporting on pertinent topics in FY 2023, including examining the importance of geographic proximity in estimating household demand for children's library services using PLS and U.S. Department of Education's National Household Education Survey data.

FY 2023 priorities additionally involve expanding a pilot between GSA's 10X/18F innovation program and IMLS in deploying technologies for real-time reporting on Wi-Fi use and other key metrics in public libraries. These technologies increase the credibility and timeliness of key indicators for informing policy and operational deliberations affecting public access to local libraries. By early FY 2022, the pilot began operating in selected public libraries across five states. There will be a concerted effort to scale up to many additional states in FY 2023 with activities focusing on developing the user experience so public libraries can more easily use the real-time data to respond to patron demands more quickly.

State Library Administrative Agency Survey

The SLAA Survey is conducted every two years and provides descriptive information about the current state and health of state library administrative agencies and the services they provide to libraries in their states. IMLS produces a summary report of the overall survey findings and a public use data file that are used by the Chief Officers of State Library Agencies (COSLA), federal policy makers, government and library administrators at federal, state, and local levels, researchers, and the American Library Association. FY 2022 priorities involve

introducing a series of topical reports, including assessing the disruption that the COVID pandemic has caused state library administrative agencies and the libraries they serve within their jurisdictions. IMLS is currently preparing the FY 2022 survey for administration in January 2023, including modernizing the survey instrument in Qualtrics. FY 2023 will also see a focus on designing SLAA data visualizations and tools to improve SLAA data use on imls.gov. IMLS also intends to work with its state partners to comprehensively review the survey questionnaire and update the FY 2024 version for administration in 2025.

National Museum Survey

IMLS created the publicly accessible Museum Universe Data Files in 2016 and updated it in 2018 to estimate known museums and similar organizations (e.g., zoos, botanic gardens, historic sites) across all the communities in the United States. This work set the stage for introducing a National Museum Survey to support the needs for better evidence on pertinent trends in this sector. IMLS worked with its museum partners and experts in survey methodology in putting together the preliminary framework in FY 2021. Efforts in FY 2022 have furthered planning progress, including: creating a group of museum subject matter experts; constructing a population frame; and conducting qualitative and quantitative research to gain key knowledge regarding survey dissemination methods, content prioritization, and data reporting preferences directly from future survey respondents. Moving forward into FY 2023, IMLS and its partners intend to field a pilot survey that will include a series of controlled experiments aimed at optimizing survey response before proceeding to full-scale implementation of the National Museum Survey as an annual collection in the future.

Academic Libraries Survey

The National Center for Education Statistics (NCES) at the U.S. Department of Education (ED) has requested that IMLS acquire the Academic Libraries Survey (ALS). Both parties agree on

the importance of keeping this survey within the federal statistical system, and are looking for effective approaches to maximize efficiency. IMLS may be able to administer the ALS to complement the annual PLS and biennial SLAA Survey but requires sufficient resources to absorb this added burden. This FY 2023 budget request covers capacity and infrastructure to engage with stakeholders and analyze and design an ALS collection at IMLS, potentially including an augmented instrument.

RESEARCH

We continue to increase the capacity in IMLS to better conduct research to understand pertinent trends in the library and museums fields and how these relate to larger developments in their communities. This includes an investigation on literacy trends and examination on future direction of the country's libraries and museums in a post-pandemic environment. We will also intend to transition away from our COVID-related research efforts as we move further in FY 2023 bringing the REopening Archives, Libraries, and Museums (REALM) Project to a close.

Literacy and Civic Engagement

Literacy is a foundational skill, and libraries play a crucial role in promoting reading within and across communities throughout our nation. Foundational principles of literacy include more than just being able to read words; they include the ability to translate, discern, and apply those words to meaning. The landscape of literacy has undergone seismic shifts with the increase in digital content, and these correspond to reading shorter and higher volumes of digital content, which have the potential to negatively impact our society. In response, IMLS has begun to shape a national discourse on this issue. This effort began in March 2022 at a national two-day convening of about 100 library leaders and literacy experts. IMLS plans to pursue follow-up research in FY 2023 that responds to concerns that emerged during the convening.

Future of Museums

Museums experienced an incredible amount of disruption during the COVID-19 pandemic. Relying heavily on in-person visitation revenue and philanthropic support, a full economic and operational recovery of the field may take far longer than other community-centered fields based on emerging research through IMLS funding in FY 2021 and FY 2022. Extreme innovation and loss occurred simultaneously to such an extent that the future of museums may look very different relative to what would have happened if the pandemic had not occurred. To this end, IMLS will be continuing to proceed with research in FY 2023 to better understand the breadth, depth and longitudinal nature of changes influencing museums as they transition out of the pandemic in informing conversations about the future of our nation's museums.

Social Wellbeing Research

IMLS seeks to help facilitate national-level research on issues that can inform ways that museums and libraries can contribute to improve the overall social wellbeing in their communities. The Agency released a commissioned study in October 2021, [Understanding the Social Wellbeing Impacts of the Nation's Libraries and Museums](#), that blended statistical analyses with case studies to assess the relationship of museum and library activities with twelve dimensions of quality of life across American locales. Given the exploratory nature of this research, IMLS commissioned a follow-up investigation to do peer review of the theories and methods embedded in the report. IMLS intends to integrate these learnings in FY 2023 into subsequent research that continues to inform parallel conversations around the future of the country's cultural sectors.

REopening Archives, Libraries, and Museums (REALM) Project and the Communities for Immunity Initiative

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. IMLS also exercised its fundraising authorities to fund most of the project. As such, the REALM project was made possible in part with support from the CARES Act funding through 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 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, archive, and museums to their staff and visitors. To report the cumulative findings and share best practices and lessons learned during the pandemic, IMLS is supporting REALM to host three online forums, organize a final symposium, publish a set of emergency planning toolkits, and disseminate in other ways. In closing out this initiative, the Agency will conduct an assessment in FY 2023 to evaluate the effectiveness of this initiative in helping to prepare similar emergency responses in the future.

In July 2021, 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. Along with evaluating the effectiveness of REALM, an evaluation of the Communities for Immunity program will inform the development of critical partnerships to enhance community health and resiliency.

EVALUATION AND MONITORING

Evaluation of All Native American/Native Hawaiian Grant Programs

Throughout IMLS's history across more than two decades, the Agency has proactively administered grantmaking to serve the specific needs of Native American Tribes and organizations that primarily serve and represent Native Hawaiians. During FY 2022, IMLS has begun conducting an independent evaluation of this grantmaking to better understand the areas where the program has best succeeded and to identify new areas where the grantmaking can better help Indian tribes and Native Hawaiian organizations serve the cultural needs of their communities. Following the completion of this evaluation, the Agency intends to actively disseminate the key learnings and implications in FY 2023 to inform any key changes to its three grant programs as well as to help inspire larger conversations about issues impacting Native American, Alaskan Native, and Native Hawaiian museums, archives, and libraries.

5-Year Evaluation of Grants-to-States Grant Program

In accordance with Federal statute, each state and U.S. territory will submit a 5-year evaluation to IMLS in March 2022 that assesses the funds allocated via this library formula grant program. Throughout the prior months in FY 2022, IMLS has supported this evaluative effort by creating and facilitating a Community of Practice. These monthly meetings have been bringing together program managers and independent evaluators in the states and territories to discuss best practices and challenges of assessing and completing the investigations. As a follow up to this work, IMLS is planning to design and develop a meta-evaluation in FY 2023 of all completed 5-year evaluations that is intended to generate national-level findings in assessing the state of the nation's libraries.

National Leadership Grants

IMLS intends to evaluate the National Leadership Grants for Libraries and Museums programs in FY 2023 by piloting a new methodology to generate defensible counterfactual impact assessments. This evaluation approach builds on recent evaluation innovations tested in the philanthropic sector and is hoped to enable the Agency to overcome a historic challenge of measuring impacts of its grantmaking. If successful, this evaluation can potentially be adopted in other library and museum settings as well as in additional public sector activities.

Equity

In support of the Administration's racial and social justice, including the President's Executive Order 13985 Advancing Racial Equity and Support for Underserved Communities, IMLS will engage in assessment and evaluation efforts in FY 2023 to enable the Agency to gather data for evidence-based policy actions to achieve the Administration's goals of breaking systemic barriers. The Agency particularly plans on conducting an independent evaluation in FY 2023 that examines equity across all grantmaking programs in building on a completed 2021 evaluation of the African

American Heritage Cultural Grant Program and a concurrent evaluation of IMLS's grant programs serving Native American and Native Hawaiian populations.

Monitoring

In FY 2022, IMLS continued its efforts to increase capacity to create and utilize new bases of evidence from its administrative and other data collections to inform grantmaking and other decisions. The efforts blend 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. Much of the Agency's efforts during FY 2021 focused on monitoring its response to the COVID-19 pandemic, including administering CARES Act funds. The FY 2022 and FY 2023 landscape in which libraries and museums operate has changed during the pandemic, and there is still much to be learned from CARES-funded initiatives and activities. For FY 2023, IMLS intends to develop a suite of new products, such as a data visualization tool, to continue to improve the capacity of its staff to better track grantmaking and other operational trends as well as introducing new approaches to assessing satisfaction of applicants, grantees, and panelists with IMLS grantmaking processes. These efforts are intended to strengthen annual performance reporting as well as inform other Agency strategic endeavors.

EVIDENCE AND LEARNING AGENDA

As a Non-CFO Act agency, IMLS is providing its first evidence submission (see Appendix D of FY 2023 funding guidance) to convey our commitment to building and using evidence to carry out our mission-critical work. Within the context of the new IMLS strategic plan for FY 2022–2026, the Agency is preparing a Learning Agenda for FY 2023 that integrates performance reporting, program evaluation, statistical surveys, and interdisciplinary research investigations that will link to annual evaluation and research plans.

III. IMLS Administration

FY 2023 Budget Request: \$17,650,000

INTRODUCTION

This section highlights the FY 2023 administrative funding request of \$17,650,000 for the IMLS's financial management, including acquisition functions and financial reporting; human capital management; grants management; IT; and communications. IMLS remains committed to effective stewardship of administrative dollars with this request.

FINANCIAL MANAGEMENT

The Agency partners with the Federal Aviation Administration–Enterprise Services Center (FAA-ESC) for our accounting and financial reporting services. The ability to partner with one of the Centers of Excellence designated by OMB affords us the opportunity to receive the numerous benefits a shared service provider can offer, at affordable costs. IMLS, in coordination with the ESC, continues to update our Data Act reporting architecture to implement new reporting requirements required as part of awarding and tracking the spending of CARES Act and ARP Act funds.

The Agency continued to focus on creating automated, system-driven solutions to our systems that feed our financial systems to gain efficiencies and increase transparency. These changes will improve operational efficiencies, imbed additional controls in our automated processes, and optimize the use of improved technology. The Agency continues to leverage the core competencies of our federal partners, including engaging with the National Endowment for the Humanities in the fully implemented eGMS grants management system and the Agency-wide implementation of a fully integrated acquisition system to improve controls and increase accountability in the procurement function.

In FY 2023 IMLS plans to complete the final phase of implementation of Treasury's G-Invoicing system to streamline transactional processing associated with Interagency Agreements. This implementation will allow the Agency to further strengthen controls over managing the life cycle of agreements with our federal partners.

OFFICE SPACE

The Agency has a 10-year occupancy agreement with GSA to occupy 27,714 square feet of office space at 955 L'Enfant Plaza, SW, in the District of Columbia. The Agency relocated into the space in March of 2016. This occupancy agreement includes a tenant improvement allowance of approximately \$1,100,000 which covered improvements for occupancy by the Agency. In FY 2022 the IMLS Leadership Team began development of a Future of Work plan to drive flexibility in operations to successfully operate in a post-pandemic working environment. Phased implementation of this plan will drive operational efforts in FY 2023 to redesign office space that would further reduce our footprint and associated overhead costs.

TRAVEL

To minimize costs associated with annual conferences and ensure the safety of participants in light of the pandemic, the Agency conducts planning and cost analysis for identifying the forum that provides the best value. The Agency will continue to maximize cost savings from our automated travel booking system by building additional automated controls to reduce per trip costs while meeting the mission of the Agency.

The Agency has invested in technology to improve the virtual meeting process and is planning to evaluate the effectiveness and efficiency of the use of all virtual review panels in FY 2022 to focus on opportunities to continue to reduce travel costs.

HUMAN CAPITAL MANAGEMENT

HIRING

Due to the COVID-19 pandemic, all federal agencies experienced the daunting challenge of moving from an in-person to a virtual working environment. IMLS rose to this challenge with minor issues and has successfully operated in a virtual remote work environment since March 14, 2020. Although working in a virtual/remote environment has its challenges, IMLS has navigated through these challenges with little to no interruption in its continuity of operations.

IMLS's objective is to successfully strengthen the recruitment and retention of staff, focusing on the goals within the Agency's Strategic Management Plan and most recent Federal Employee Viewpoint Survey (FEVS) scores as a source of information to develop our recruitment and retention strategy. In developing the Agency's recruitment and retention strategy, IMLS will leverage the formal and informal networks of the library, archives, and museum sectors to develop effective strategies to market, recruit and attract a more diverse applicant pool for position vacancies.

IMLS plans to develop and coordinate effective strategies to attract and recruit a more diverse applicant pool, such as underrepresented groups, geographic regions, and academic and professional disciplines for position vacancies. Through strengthening its recruitment efforts, IMLS's goal is to build and evolve on the Agency's current employee training options with additional resources (e.g., employee developmental training, coaching, and mentoring). In addition to strengthening the Agency's employee development program, IMLS will review its current Telework Plan to determine feasible ways to expand the Telework Plan post-pandemic and continue offering various hiring flexibilities and incentive options (e.g., Student Loan Repayment and Recruitment/Retention).

FEDERAL EMPLOYEE VIEWPOINT SURVEY IMPROVEMENT SCORES

IMLS's 2021 Federal Employee Viewpoint Survey (FEVS) results will be posted on our website in April 2022. IMLS continues to be proud of our 2021 FEVS results for our Agency. The resiliency of our employees and support from our Leadership Team through the COVID-19 pandemic have reinforced our commitment to support our staff, increase our responsiveness, and strengthen our employee engagement practices.

Through continuous collaboration with the IMLS staff, we're committed to sustaining an organizational culture that focuses on strengthening employee engagement, increasing recruitment efforts, and leadership development to enhance our service to the American public.

DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY (DEIA) STRATEGIC PLAN

At IMLS, Diversity, Equity, Inclusion, and Accessibility (DEIA) are a priority for all leaders, managers, and employees, and we strive to foster belonging and empowerment for every individual in our workplace. We recognize that our employees are our most important asset. We're obligated to build and nurture an inclusive workplace where everyone feels valued and respected because of their differences—a place where every employee can be themselves so they can reach their potential and help us achieve our Agency's mission.

IMLS is committed to integrating our DEIA Strategic Plan into our everyday practices to strengthen our organizational culture by ensuring a respectful, equitable, fair, inclusive, and diverse workforce. We want our Agency's workplace to be innovative, creative, and productive so we can deliver the best service to our customers and their beneficiaries across America; we need diversity to help us achieve this. The more we collaborate and value differences, the closer we get to having a truly inclusive workplace.

Our 2022–2026 DEIA Strategic Plan goals are as follows:

- **GOAL 1:** Demonstrate Leadership Accountability and Commitment to Foster and Sustain a Diverse and Inclusive Workplace at All Levels throughout the Agency.
- **GOAL 2:** Promote Diversity and Inclusion through Continuous Learning Opportunities.
- **GOAL 3:** Cultivate a Diverse and Inclusive Workplace Culture.
- **GOAL 4:** Recruit, Hire, Advance, and Promote Individuals from Diverse, Underrepresented, and Underserved Communities.
- **GOAL 5:** Promote a Culture of Accessibility and Workplace Safety.

We are excited to implement our DEIA Plan collectively and continuously improve our efforts to ensure a thriving workplace for all employees.

TELEWORK

To support its work during the pandemic, IMLS implemented a policy of maximum telework. IMLS created an internal survey committee to focus on telework and other key areas during the pandemic. Based on several internal surveys administered by the Agency's leadership team, telework has increased productivity and staff are highly satisfied with teleworking creating a better work-life balance for staff. Staff is wanting IMLS to promote greater telework opportunities post-pandemic and into the foreseeable future. IMLS staff have a "very good" level of well-being while teleworking and addressing any areas of concerns, which is "very low." 94% of the Agency staff were "very satisfied" with the support of Agency supplies and equipment issued during the pandemic creating the high level of productivity. IMLS is committed to and continues to have open dialogue and engage with the staff members regarding their comfort level with respect to telework as it relates to the current pandemic. IMLS continues to articulate managerial responsibilities to be in touch with staff and to manage a remote workforce effectively. The Agency continues

to communicate the various workplace flexibilities so staff can balance workload and dependent care and home-schooling challenges. IMLS will continue to discuss findings and recommendations and continue to engage staff for feedback.

FULL-TIME EMPLOYEE REQUEST

For FY 2023, IMLS is requesting nine additional full time FTEs to carry out the core work of the Agency. The positions focus on critical areas of need across the ever-increasing responsibilities of the Agency, addressing critical skillsets, expanding capacity, and furthering the impact of IMLS across the nation. As IMLS expands its grantmaking programs, the Agency's support function requirements expand across evaluation, HR, grants management, and IT. The IMLS requests include the following:

- (1) Mixed-Methods Social Scientist. This position will expand the capacity of our Office of Research and Evaluation. This position fills a critical gap in the qualitative analysis capacity and is critical to realize the Agency's evidence-based initiatives in FY 2023 and beyond. Serves as Agency's technical expert on qualitative methodologies, including interviews and focus groups; applications of statistical methods that blend with qualitative methods; case studies; and social network analysis and/or GIS.
- (1) Senior Business Systems Analyst. This position combines IT and Business skills to enable efficient and effective workflows across the Agency. It serves as a bridge to IMLS grantmaking offices and those of the COO and CIO in maintaining, refining, and enhancing our electronic, web-based grants management system (eGMS), which allows the public to apply for grants electronically and enables staff to create and manage awards efficiently, effectively, and in compliance with all relevant federal laws and regulations.
- (1) Human Resources Specialist. This position will provide the desperately needed capacity within the HR office by providing daily employee record management, payroll liaison, administration of benefits, and in supporting the recruitment lifecycle. With this additional capacity, the HR office will have the capacity to further develop career ladders for agency personnel, implement and operate electronic performance management, and implement and operate the Pathways and Paid Intern programs.
- (1) Social Media Specialist. This position will implement a multi-channel social media program for the Agency. As a critical component to the Agency's communications strategy, shifting this position from a contract with high turnover and variable performance, into a government position, the Agency will gain better consistency, effectiveness, and expansion of services. Costs would be partially offset by contract savings.
- (1) IT Network Support Engineer/Cybersecurity System Administrator. This is a critical IT role adding new Cloud-native skills (IMLS is 99% in the Cloud) in both networking and cybersecurity system administration. The role is essential for the Agency to fully meet the requirements within the recent Cybersecurity Executive Order.
- In FY 2023 IMLS is requesting an additional 4 FTEs to support and advance expansion and enhancement of interagency engagement to further programmatic priorities.

With an extremely lean staff and administrative budget, the Agency delivers enormous public value in strengthening museum, library, and information services throughout the nation. These positions would maintain the long-term and ongoing delivery of services in keeping with the Agency's recognized efficiency and transparency.

GRANTS MANAGEMENT

IMLS officially transitioned its grants management functions from an obsolete relational database that was used in conjunction with email to eGMS, a web-based system with more powerful capabilities to create, edit, store, search, extract, and maintain grant files and records two years ago. eGMS improves Agency efficiency through using a system-to-system interface to capture data from applications to all IMLS discretionary grant programs submitted through Grants.gov; providing a mechanism for direct communication and file sharing among Agency staff and awardees; and enabling staff to create a variety of grants management reports such as Applicant/Awardee Contacts, Audit Trail, Completed Reviews, Program Funding

Recommendations, Application and Award Data Export, Application and Award History, Award Payments, USASpending, WebADI, and Closeout WebADI reports.

Because eGMS is now the official system of record for all aspects of grants management from application receipt through closeouts, work is ongoing to troubleshoot aspects of system functionality, customize reports to meet user needs, create tools to monitor and manage internal grants management activities, and implement modifications to accommodate changes in government-wide practices. eGMS is also central to our new data-oriented website that better articulates IMLS's reach and impact.

INFORMATION TECHNOLOGY: DATA, CYBERSECURITY, AND AI

In FY 2022 and continuing in FY 2023 and beyond, IMLS is focused on harnessing technology to bring relevant data and analytical insight to decision makers, the public, and the communities we serve when and where they need it. To reduce burden and increase accuracy in annual federal statistical data collections, in FY 2021 IMLS launched a new IMLS.gov website with greater access to IMLS grant data than ever before. Underlying the IMLS data initiatives are a Data Warehousing project, data standards, and a commitment to transparency. In FY 2023, the IMLS plans to continue expanding automation, continue maturing data management processes, and expand data access, interoperability, and analytical capabilities. As data transitions from silos to an operational enterprise asset, IMLS will update processes and standards to continue the assurance of timely, accurate, objective, and relevant statistical data within the Library, Museum and Archives community. In FY 2023, based on the data foundation established in the previous two years, the Agency will expand automation within its grantmaking processes, driving efficiencies and improved timeliness.

As the Agency strives to increase the impact of grants and improve diversity and equity in grantmaking, agency data combined with other data sources will become integral into the grantmaking process.

In FY 2022–2023, IMLS continues to focus on refining its IT Security Architecture, system level security, maturing enterprise cyber security operations, and IT security workforce development. IMLS has begun the process to incorporate services from the Department of Homeland Security, Cybersecurity and Infrastructure Security Agency and its Continuous Diagnostics and Mitigation Program. IMLS also plans to continue improving asset management, complete a full independent system assessment and upgrade of internal systems level security, transform network security through a zero-trust capable–modern TIC 3.0 compliant architecture, and will ensure the same level of IT security exists for both remote and on-premises end points. In FY 2021, IMLS filled its first Chief Information Security Officer position and in FY 2022 has

also improved security personnel skills through training and certifications. In FY 2023, building upon the improved security architecture, the Agency will extend its cybersecurity initiatives into risk management within the IT supply chain and security improvements in customer facing services.

FY 2022 has seen the successful transition of a pilot Artificial Intelligence and Machine Learning (AI/ML) project which automates complex and labor-intensive validation checks associated with grant applications. As IMLS realizes new efficiencies the Agency will gain capacity to amplify the impact of its grant results. In FY 2023, the application of AI/ML will continue to tackle areas where significant efficiencies may be realized. IMLS is committed to the implementation of ethical and bias-free AI models and will participate in the Artificial Intelligence Community of Practice.

Other information technology initiatives the Agency plans to undertake include:

- Improve Cybersecurity and continue IT modernization.
 - » To address a critical cybersecurity gap, IMLS will employ Security Operations Center (SOC) managed services and will implement enhanced Audit and Accountability tools focused on intrusion detection and prevention to bring the Agency security posture into full compliance with Executive Order 14028, "Improving the Nation's Cybersecurity"
- Investment in the post-pandemic office operations
 - » The outfitting of IMLS space with the information technology necessary to support a hybrid (remote, teleworking, and in office) work model. It will include more effective audio and video in conference and collaboration space, standardizing hotel desk technology, and the support of remote worker technology needs.
- Improve Customer Experience (CX)
 - » To meet the goals of improving customer experience, IMLS requires improvement to its primary information systems and services which includes those which support the annual collection of data from libraries across the country. Accessibility improvements are essential to ensure equitable public access to grants and the internal management of grants. Improvements will also be made in the public reporting of and access to data. To further improve our CX, IMLS requires the addition of support tools, including a customer relations management capability and additional training.
- Improve Access to Federal Data Assets and Strengthening Data Infrastructure.
 - » In FY 2021 and FY 2022, IMLS has demonstrated success with a basic data warehouse and, to meet the goals associated with improving access to federal data and strengthening data infrastructure, the Agency must transition to a more robust data warehousing solution which natively supports Business Intelligence, support for unstructured/semi-structured data, and machine learning. IMLS further requires the ability to automate data flows to integrate data from grants, surveys, research and evaluation data, and other agency data sources to enable high-value analytics and grantmaking decision support.

COMMUNICATIONS

In FY 2023, the Office of Communications will continue to support the Agency’s strategic plan by providing American libraries, museums, and communities with accurate and timely information about IMLS grantmaking, research, partnerships, and policy activities. The office organizes the campaign to highlight and celebrate the winners of the National Medal for

Museum and Library Service, the nation’s highest honor for institutions that make significant and exceptional contributions to their communities. Communications also operates the content of the Agency’s website and blog, media relations, social media feeds, publications and annual reports, and newsletters.

ADMINISTRATIVE REQUEST BY OBJECT CLASS CODE

In FY 2023, the IMLS request for administrative costs is \$17,650,000. Areas supported by this request are summarized below.

TABLE 3: IMLS HISTORY OF ADMINISTRATION COSTS: FY 2021–FY 2023

Dollars in thousands

Object Class	Description	FY 2021 Actual (\$)	FY 2022 Estimate (\$)	FY 2023 Request (\$)
11000/12000/13000	Personnel Compensation and Benefits	10,281	12,000	13,000
21000	Travel and Transportation of Persons	8	500	500
22000	Transportation of Things	0	5	5
23000	Rental of Space (Rent, Communications and Utilities), Equipment Rental, Telephone Services, Postage	2,101	1,500	1,400
24000	Printing and Reproduction	3	100	70
25000	Other Contractual Services	5,994	4,120	2,500
26000	Supplies and Materials	29	100	75
31000	Equipment	41	175	100
TOTAL		\$18,457	\$18,500	\$17,650

**11000 Personnel Compensation,
12000 Personnel Benefits, 13000 Benefits
for Former Personnel**

Amount Requested: \$13,000,000

These object classes fund the salaries and benefits of all employees, including full-time, part-time, temporary, and intermittent appointments (for example, the National Museum and Library Services Board [NMLSB]), and consultants. To minimize personnel costs, the salary for the NMLSB will remain at \$100/day. The personnel benefits provide estimated contributions toward employees' retirement, health, and life insurance plans, as well as costs for unemployment benefits and injuries sustained in the workplace. Additionally, costs associated with public transportation subsidies afforded to the Agency's employees are included in this category. This funding request will provide for 82 FTE in 2023.

21000 Travel and Transportation of Persons

Amount Requested: \$500,000

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

In FY 2022 IMLS expanded from restricted, mission critical travel only to outreach efforts in compliance with federal government guidance. In anticipation of travel restrictions being further reduced in FY 2023, the Agency is requesting \$500,000 to support the Agency's mission.

22000 Transportation of Things

Amount Requested: \$5,000

This object class includes freight and express charges by common carrier, contract carriers, and other incidental expenses. The Agency anticipates the beginning of a return to some in-person convenings such as library and museum conventions, conferences, and meetings that require shipment of the Institute's displays and certain associated materials. This area also includes mail transportation charges for express package services (i.e., charges for transporting freight).

**23000 Rent, Communications and Utilities,
Rental of Space (Standard Level Usage
Charge), Equipment Rental, Telephone
Services, Postage**

Amount Requested: \$1,400,000

This object class includes funding for the Agency's office space through an occupancy agreement with the General Services Agency (GSA); communication technology services, including data, voice, and cable services; equipment rental; rental of audiovisual equipment used in presentations at conference sessions and off-site meetings; and postage.

24000 Printing and Reproduction

Amount Requested: \$70,000

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

25000 Other Contractual Services

Amount Requested: \$2,500,000

This object class supports a wide range of contractual services that are not covered in any of the preceding categories. Included in this expense category are costs for

- the support, maintenance, and improvement of information technology systems, including cyber-security activities;
- partnerships and interagency agreements for financial management systems, accounting and reporting services, payroll processing, grant indirect cost proposals, building security, and other required government services;
- information technology support such as the IMLS Help Desk, State Program Reporting system, and maintenance of the General Supporting System for all Agency operations;
- independent financial and IT-related audits;
- Grants Management System Partnership and Grants.gov related expenses;
- employee training;
- Agency contracts for temporary personnel assistance; and
- honoraria for panelist and field reviewers for grant proposals and applications.

26000 Supplies and Materials

Amount Requested: \$75,000

This object class funds only the essential office supplies needed in carrying out the business of IMLS. IMLS continues to be a partner in the GSA SmartPay3 charge card program. Additional supplies and materials will be necessary for the anticipated return of staff from maximum telework in 2022.

31000 Equipment

Amount Requested: \$100,000

This object class supports all equipment, furniture, and office machines having a useful life in excess of one year, such as chairs, desks, file cabinets, IT equipment, and printers. It also includes routine upgrades to local area network hardware and software in order to accommodate upgrades in database management and financial data. The majority of anticipated equipment expenditures will be for technology renewal of office automation equipment, systems software, and furniture that would be more expensive to repair than replace. We intend to maximize the usefulness of existing hardware by upgrading rather than purchasing new equipment wherever possible. Rapid changes in technology, however, will make it necessary to purchase some new computer equipment, integration systems software and hardware, and electronic data exchange systems. This will enable us to be responsive to and compliant with Administration directives and guidance and federal laws, to continuously deliver on systems modernization to increase the efficiency and effectiveness of operations in delivering services while maintaining a robust internal control posture.

**Total Administrative Services Request:
\$17,650,000**

IV. Performance Plan

In FY 2022 the Agency has continued its commitment to enhancing the capacity for performance monitoring and reporting. After successfully submitting the [FY 2021 Annual Performance Report \(APR\)](#) in January 2022, the Agency has been continuing to expand a performance management framework that includes Agency-wide quarterly meetings and a timetable to help the Agency align its strategic planning with annual performance reporting.

IMLS released its [FY 2022–2026 Strategic Plan in March 2022](#), and performance collection and monitoring efforts are shifting to align with those revised goals and objectives. IMLS continues to increase the robustness of data collection, analysis, and reporting through examining data synergies between offices and exploring options for easier data syntheses. 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.

IMLS also remains committed to aligning its performance measurement reforms with the larger federal government mandate for moving beyond a focus on accountability. To do so, the Agency plans to improve an iterative process it already has established for continuous improvement in FY 2023 that more tightly aligns the new strategic plan's objectives with annual performance targets and using quarterly meetings for reporting of three-month variances.

V. Authorizing Framework

This justification requests funding under the Museum and Library Services Act (MLSA), the National Museum for African American History and Culture Act, and the National Museum of the American Latino Act.

The Museum and Library Services Act of 2018 (P.L. 115-410) authorizes IMLS's programs through FY 2025. The National Museum for African American History and Culture Act and the National Museum of American Latino Act have permanent authorizations.

This section provides highlights of the Agency's authorizing legislation.

LIBRARY SERVICES

All of IMLS's library programs support the following goals set out in 20 U.S.C. § 9121:

- enhance coordination among Federal programs that relate to library, education, and information services;
- promote continuous improvement in library services in all types of libraries in order to better serve the people of the United States;
- facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry;
- encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public;
- promote literacy, education, and lifelong learning, including by building learning partnerships with school libraries in our Nation's schools, including Tribal schools, and developing resources, capabilities, and programs in support of State, Tribal, and local efforts to offer a well-rounded educational experience to all students;
- enable libraries to develop services that meet the needs of communities throughout the Nation, including people of diverse geographic, cultural, and socioeconomic backgrounds, individuals with disabilities, residents of rural and urban areas, Native Americans, military families, veterans, and caregivers;
- enable libraries to serve as anchor institutions to support community revitalization through enhancing and expanding the services and resources provided by libraries, including those services and resources relating to workforce development, economic and business development, critical thinking skills, health information, digital literacy skills, financial literacy and other types of literacy skills, and new and emerging technology;
- enhance the skills of the current library workforce and recruit future professionals, including those from diverse and underrepresented backgrounds, to the field of library and information services;
- ensure the preservation of knowledge and library collections in all formats and enable libraries to serve their communities during disasters;

- enhance the role of libraries within the information infrastructure of the United States in order to support research, education, and innovation;
- promote library services that provide users with access to information through national, State, local, regional, and international collaborations and networks; and
- encourage, support, and disseminate model programs of library and museum collaboration.

LIBRARY GRANTS TO STATES

The 59 State Library Administrative Agencies may use IMLS Grants to States Program support for the following activities, as set out in 20 U.S.C. § 9141:

- expanding services for learning and access to information and educational resources in a variety of formats, including new and emerging technology, in all types of libraries, for individuals of all ages, in order to support such individuals' needs for education, lifelong learning, workforce development, economic and business development, health information, critical thinking skills, digital literacy skills, and financial literacy and other types of literacy skills;
- establishing or enhancing electronic and other linkages and improved coordination among and between libraries and State agencies and offices for the purpose of improving the quality of and access to library and information services;
- providing training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services;
- enhancing efforts to recruit future professionals, including those from diverse and underrepresented backgrounds, to the field of library and information services;

- developing public and private partnerships with other agencies, Tribes, and community-based organizations;
- targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills;
- targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children from families with incomes below the poverty line;
- developing library services that provide all users access to information through local, State, regional, national, and international collaborations and networks; and
- carrying out other activities as described in the State library administrative Agency's plan.

LIBRARY DISCRETIONARY GRANTS

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

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

- building workforce and institutional capacity for managing the national information infrastructure and serving the information and education needs of the public;
- research and demonstration projects related to the improvement of libraries or the enhancement of library and information services through effective and efficient use of new and emerging technologies, including

projects that enable library users to acquire digital literacy skills and that make information services more accessible and available; and dissemination of information derived from such projects;

- conserving, preserving, and digitizing library materials and resources, giving priority to projects emphasizing coordination, optimizing conditions for storage and future use, offering staff training, avoiding duplication, and providing access by researchers beyond the institution or library entity undertaking the project; and
- enhancing the ability of libraries to provide services to affected communities in the event of an emergency or disaster through the developing of nation, regional, statewide, or local emergency and disaster management plans that (1) address communication and coordination of information and services for affected communities, and (2) ensure the preservation of knowledge and library collections; and the implementation of emergency and disaster management plans or otherwise enabling libraries to provide services to affected communities in the event of an emergency or disaster; and model programs demonstrating cooperative efforts between libraries and museums.

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

The Laura Bush 21st Century Librarian Program is designed to develop a diverse workforce of librarians by:

- recruiting and educating the next generation of librarians from diverse and underrepresented backgrounds, including by encouraging at the middle school, high school, and postsecondary levels students to pursue careers in library and information science;
- developing faculty and library leaders from diverse and underrepresented backgrounds, including by increasing the institutional capacity of graduate schools of library and information science; and
- enhancing the training and professional development of librarians and the library workforce to enable them to meet the needs of their communities, including those needs relating to education, lifelong learning, workforce development, economic and business development, health information, critical thinking skills, digital literacy skills, financial and other types of literacy skills, and new and emerging technology.

MUSEUM SERVICES

All of IMLS's museum programs under the Museum and Library Services Act support the following goals set out in 20 U.S.C. § 9171:

- encourage and support museums in carrying out their educational role, as core providers of learning and in conjunction with schools, families, and communities;
- encourage and support museums in carrying out their public service role of connecting the whole of society to the cultural, artistic, historical, natural, and scientific understandings that constitute our diverse heritage;
- encourage leadership, innovation, and applications of the most current technologies and practices to enhance museum services through international, national, regional, State, and local networks and partnerships;
- assist, encourage, and support museums in carrying out their stewardship responsibilities to achieve the highest standards in conservation and care of the diverse cultural, historic, natural, and scientific heritage of the United States to benefit future generations;
- assist, encourage, and support museums in achieving the highest standards of management and service to the public, and to ease the financial burden borne by museums as they serve their communities in new and different ways;
- support resource sharing and partnerships among museums, libraries, schools, and other community organizations;
- encourage and support museums as a part of economic development and revitalization in communities;
- ensure museums of various types and sizes in diverse geographic regions of the United States are afforded attention and support;
- support efforts at the State and regional levels to leverage museum resources and maximize museum services; and
- assist museums in their civic engagement efforts to ensure that every person in the United States has access to high-quality museum services.

THE NATIONAL MUSEUM OF AFRICAN AMERICAN HISTORY AND CULTURE ACT

This Act authorizes the Director of IMLS to establish the following programs, in consultation with the Council and Director of the National Museum of African American History and Culture:

- a grant program with the purpose of improving operations, care of collections, and development of professional management at African American museums;
- a grant program with the purpose of providing internship and fellowship opportunities at African American museums; and
- a scholarship program with the purpose of assisting individuals who are pursuing careers or carrying out studies in the arts, humanities, and sciences in the study of African American life, art, history, and culture.

THE NATIONAL MUSEUM OF THE AMERICAN LATINO ACT

This Act authorizes the Director of IMLS to establish the following programs, in consultation with the Board of Trustees and Director of the National Museum of the American Latino:

- 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 (including a nonprofit education organization the primary mission of which is to promote the study of the Latin American diaspora in the United States) may use funds provided under the grant to increase an endowment fund established by the museum (or organization) as of October 1, 2020, for the purposes of enhancing educational programming, and maintaining and operating traveling educational exhibits.

POLICY RESEARCH, ANALYSIS, DATA COLLECTION, AND DISSEMINATION

IMLS is authorized to support and conduct policy research, data collection, analysis and modeling, evaluation, and dissemination of information to extend and improve the Nation's museum, library, and information services (20 U.S.C. § 9108). The Act identifies the following objectives:

- To enhance and expand the capacity of museums, libraries, and information services to anticipate, respond to, and meet the evolving needs of communities and the public, including by identifying trends and developments that may impact the need for and delivery of services.
- To provide information and data on the role, value, and impact of museum, library, and information resources, including the identification of trends and the potential gaps in the availability and use of museum and library services by their communities and the public.
- To measure the effectiveness of museums, libraries, and information services throughout the United States, including the impact of Federal programs authorized under the Act.
- To identify indicators and outcomes that can be used to create enhancements to the efficiency and efficacy of museum, library, and information services.
- To promote advancement and growth in museum, library, and information services through sharing of best practices and effective strategies in order to better serve the people of the United States.
- To facilitate planning for, and building of, institutional capacity in order to improve museum, library, and information services at the national, State, local, and regional levels; and international communications and cooperative networks.

- To support and enhance collaborative professional networks and consortia that use shared, meaningful, and actionable data analysis and modeling to advance museum, library, and information services and address community needs.

In carrying out these objectives, IMLS engages with researchers from multiple sectors, the State Library Administrative Agencies, networks of museums and libraries, as well as national, state, Tribal, and regional museum and library organizations.

INTERAGENCY COLLABORATION

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

The Director shall work jointly with the individuals heading relevant Federal departments and agencies, including the Secretary of Labor, the Secretary of Education, the Administrator of the Small Business Administration, the Chairman of the Federal Communications Commission, the Director of the National Science Foundation, the Secretary of Health and Human Services, the Secretary of State, the Administrator of the Environmental Protection Agency, the Secretary of the Interior, the Secretary of Housing and Urban Development, the Chairman of the National Endowment for the Arts, the Chairman of the National Endowment of the Humanities, the Director of the Office of Management and Budget, the Secretary of Commerce, the Secretary of Veterans Affairs, the Secretary of Defense, the Secretary of Homeland Security, the Secretary Agriculture, the Chief Executive Officer of AmeriCorps, the Librarian of Congress, the Archivist of the United States, and the Director of the U.S. Government Publishing on:

- initiatives, materials, or technology or research to support education, workforce development, economic and business development, and related activities and services undertaken by libraries;
- resource and policy approaches to eliminate barriers to fully leveraging the roles of libraries and museums in supporting the early learning, literacy, lifelong learning, digital literacy, workforce development, and education needs of the people of the United States; and
- initiatives, materials, technology, or research to support educational, cultural, historical, scientific, environmental, and other activities undertaken by museums.

IMLS has a wide range of interagency partnerships with purposes including advancing broadband adoption, coordinating early learning activities, and supporting the effective delivery of workforce development services. As part of his duties in advancing interagency and strategic partnerships, the Director also serves as an ex officio member of the U.S. Semiquincentennial Commission commemorating the 250th Anniversary of the United States (36 U.S.C. § 101); as a member on the Federal Council on the Arts and the Humanities, (20 U.S.C § 958), and is a Member of the Board of Trustees of the American Folklife Center at the Library of Congress.