



Annual Performance Report

FISCAL YEAR 2022

February 2023



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Message from the Director



2022 will be remembered as the year the pandemic evolved from an immediate crisis—but was added to our long list of chronic problems of health and wellbeing. At the IMLS we did our own successful part through our REALM (REOpening Archives, Libraries, and Museums) project, and Communities for Immunity, with our partners at ASTC (Association of Science and Technology Centers) and the CDC. We continue this work into the future with our Information Literacy Taskforce.

We have learned from COVID the profound impact that engagement with museums and libraries, as trusted community institutions, has in reaching audiences across the nation. This engagement involves local cultural institutions, public health providers, social justice organizations, places of worship, chambers of commerce, and neighborhood groups in circles of trust working together to deliver critical information and critical services to low-income individuals, people of color, rural and small-town America. Our Information Literacy initiative will be focused on this type of information delivery.

This community collaboration is but one more example of our focus, as it is the focus of the Administration, and in many ways the country's focus, on delivering government services to those most in need, which is the core meaning of equity.

We were back in person with our most important partners, the State Librarians and library authorities, at the first in-person meeting since the pandemic began of the Chief Officers of State Library Agencies (COSLA) in Chico Springs, Montana, in October 2022. The Grants-to-States program redoubled its importance for them in their provisions and support for smaller, rural, and town libraries.

Working with COSLA, the Federal Communications Commission, and the National Telecommunications and Information Administration on putting libraries into the mix for Broadband funding from the infrastructure legislation, digital equity plans at the state level, and finding ways to remove barriers and streamline processes for critical broadband funding, including our MOU with the FCC, continues this very pragmatic equity work reaching the underserved and unserved in every corner of our nation.

Our ongoing relationship with, and support of ATALM, the Association of Tribal Archives, Libraries, and Museums, our Tribal Consultations, and grantmaking on Native health, culture, language preservation, and professional development was also highlighted at ATALM's first in-person conference post-pandemic in California (in October 2022), with over 1,000 attendees and the first chance the three principals of the three cultural agencies, Shelly Lowe (Navajo), Chair of the National Endowment for the Humanities, Dr. Maria Rosario Jackson, Chair of the National Endowment for the Arts, and I had to present together on the same stage.

Our partnership and sponsorship of the National Book Festival with the Library of Congress in the Convention Center in Washington, DC, in September 2022 brought 20,000 or more book and culture lovers together with some great literary figures. And our incipient literary figures, five National Student Poets from five regions of the country, were warmly and graciously greeted in the White House with an eloquent talk on writing by our First Lady, Dr. Jill Biden, and lovely poetry from our Poet Laureate, Ada Limón.

We have now had two in-person Board meetings with our incredible and dedicated board members, with 11 new Board members participating at the most recent (December 2022), and one meeting in July in association with the first in-person National Medals ceremony in several years, one that included both the 2022 Medals winners and the 2021 alumni, as well as a specially commissioned poem from 2016 National Student Poet Joey Reisberg. Poetry, as it turns out, is a great bonding experience!

Perhaps the most important event of the year was our March 2022 library convening, Citizens and Readers, which focused on literacy as the most important ingredient in cultural and educational equity. We heard from Maryanne Wolf, Robert Putnam, and a raft of library and educational experts on best practices, research, and barriers to success. From that convening an ongoing cohort on best practices is coming together and informing an important research protocol for our Office of Research and Evaluation.

Out of this convening experience we have been planning a similar convening on the museum field for March 2023.

Spirits have risen throughout our American Cultural Landscape. For us this means more work on America250, the nation's commemoration and exploration of the 250th Anniversary of the Declaration of Independence, particularly working with partners the National Constitution Center, the AASLH (American Association for State and Local History), and USCIS (United States Citizenship and Immigration Services). Watching a ceremony with 120 men and women from 70 countries who invested much time, energy, study, and resources into taking the Oath of Citizenship, which not only confers rights but also the freely given allegiance and obligation to defend and sacrifice for our country, is both ennobling and humbling. And why we do what we do at the IMLS.

Sincerely,



Crosby Kemper
Director

SECTION 1

Agency and Mission Information

1.1 IMLS OVERVIEW AND MISSION

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

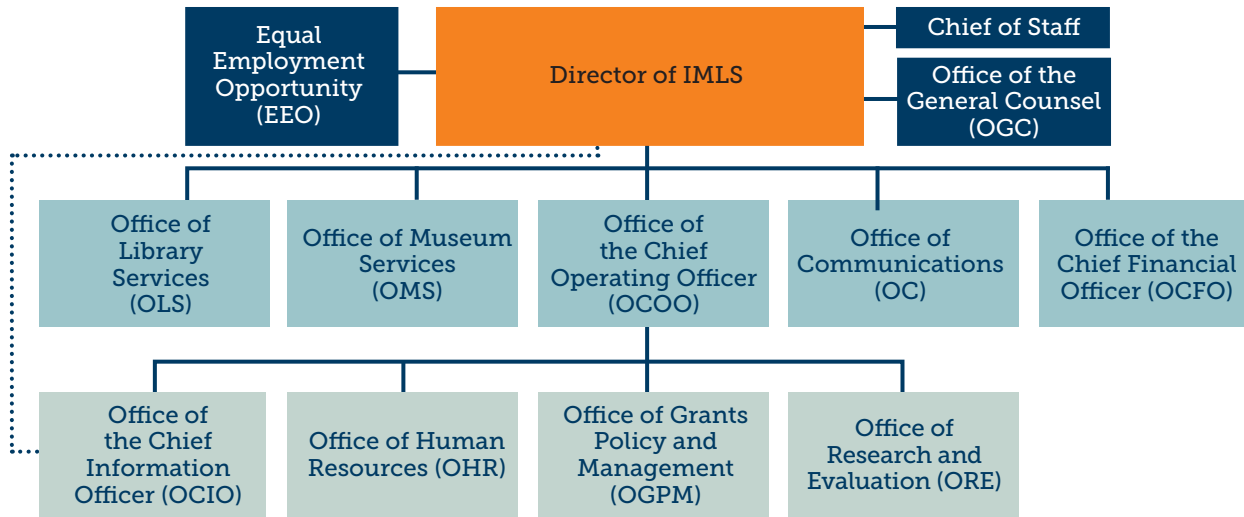
IMLS was created with the passage of the Museum and Library Services Act of 1996, which was reauthorized on December 31, 2018. The Agency has statutory authority to award financial assistance, collect data, form strategic partnerships, and advise policymakers and other federal agencies on museum, library,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

The Agency helps to ensure that all Americans have access to museum, library, and information services, and invests in new and exploratory approaches, as well as proven and tested methods. IMLS funds work that advances collective knowledge, lifelong learning, and cultural and civic engagement. The Agency also builds capacity within the museum and library fields to enable better service to communities and to enhance community decision making by sharing trends and data.

IMLS has an expansive reach. The Agency is the largest source of federal funding for libraries in the nation, directing population-based funding to all 50 states, the District of Columbia, the US territories, and the Freely Associated States through its Grants to States (G2S) program. The Agency's discretionary grants are selected through a highly respected and competitive peer review process, drawing on professionals located across the nation. This work enables museums and libraries located in geographically and economically diverse areas to deliver essential services that make it possible for individuals and communities to flourish.

For Fiscal Year (FY) 2022, IMLS is producing this FY 2022 Annual Performance Report (APR), and an Annual Financial Report (AFR). The Agency is posting both reports on the IMLS website, www.imls.gov.

1.2 ORGANIZATIONAL STRUCTURE



..... Advisory Role

Updated October 2022

1.3 FY 2022–FY 2026 STRATEGIC GOALS AND OBJECTIVES

When IMLS was established by the Museum and Library Services Act of 1996, bringing together federal programs dating back to 1956 and 1976, lawmakers recognized that libraries and museums are powerful national assets. They saw “great potential in an Institute that is focused on the combined roles that libraries and museums play in our community life.” The law charges IMLS with advising policymakers on library, museum, and information services and supporting a wide range of programs that improve the lives of millions.

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

The Agency developed a new strategic plan for 2022–2026 that was published in February 2022. This 2022 APR reports on the new strategic goals and objectives. The FY 2022–2026 Strategic Plan, developed with input from our stakeholders, frames how the Agency envisions meeting the essential information, education, research, economic, cultural, and civic needs of the American public over the next five years.

STRATEGIC GOALS AND OBJECTIVES

1. *Champion Lifelong Learning.*

- 1.1. Advance shared knowledge and learning opportunities for all.
- 1.2. Support the training and professional development of the museum and library workforce.

2. *Strengthen Community Engagement.*

- 2.1. Promote inclusive engagement across diverse audiences.
- 2.2. Support community collaboration and foster civic discourse.

3. *Advance Collections Stewardship and Access.*

- 3.1. Support collections care and management.
- 3.2. Promote access to museum and library collections.

4. *Demonstrate Excellence in Public Service.*

- 4.1. Maximize public investments by cultivating a culture of planning, evaluation, and evidence-based practice.
- 4.2. Increase the impact of IMLS through strategic engagement with public and private sector stakeholders.
- 4.3. Increase the efficiency and effectiveness of Agency operations.
- 4.4. Build a workplace culture that fosters respect and collaboration, promotes open and transparent communication, and embraces diversity, equity, and inclusion.

1.4 RECENT STATUTORY AUTHORITIES AND ADMINISTRATION PRIORITIES

Over the past two years, the Administration and Congress have provided IMLS with new statutory authority to carry out programs of financial support for American Latino museums, engage with other federal agencies to support digital access and inclusion, prepare for our nation's 250th Anniversary, and develop information literacy strategies and resources. The **Consolidated Appropriations Act, 2021** (enacted in December 2020), authorized the **National Museum of the American Latino Act** (NMALA) as well as the "**Advancing Critical Connectivity Expands Service, Small Business Resources, Opportunities, Access, and Data Based on Assessed Need and Demand Act**," commonly referred to as the **ACCESS Broadband Act**. In addition to establishing a new museum at the Smithsonian Institution, NMALA directs IMLS to establish new grant and fellowship programs for American Latino museums and scholars throughout the nation. The ACCESS Broadband Act and the Infrastructure Investment and Jobs Act of 2021 recognize IMLS's role in supporting connectivity and digital inclusion and advancing access to broadband, working in coordination with other agencies. New authority under the US Semiquincentennial Commission Amendments Act identifies the Director of IMLS as an ex officio member of the Commission. The Consolidated Appropriations Act, 2022, authorized the creation of an information literacy taskforce tasked with developing guidance, instructional materials, and national strategies on information literacy, including a website to disseminate best practices on information literacy and toolkits. These new legislative authorities align with the Administration's priorities for Racial Equity, COVID-19 Response, Economic Recovery, and Infrastructure.

NATIONAL MUSEUM OF THE AMERICAN LATINO ACT (NMALA)

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

In FY 2022, IMLS utilized an appropriation of \$4 million to begin this work, including the following activities:

- Awarded funds from the NMALA appropriation to support grant awards in four funding programs that reflected the spirit of the legislation to improve operations, care of collections, public outreach, and professional development in American Latino museums and to a variety of other museums to promote an understanding of the Latin American diaspora in the United States.
- Conducted comprehensive, actionable, and community-engaged research and planning for a new Museum Grants for American Latino History and Culture Program.
- Conducted research to quantify, characterize, and document IMLS's historic investment and impact in Latino Museums and related organizations and programming.
- Partnered with the Smithsonian Institution Museum of the American Latino to expand its Latino Museum Studies Program to create and support three cohorts of new fellowships focused on Arts Administration. The purpose of this new initiative is to strengthen the career pipeline of emerging museum, archive, and academic professionals interested in Latino museum studies and careers.

ACCESS BROADBAND

In furtherance of the **ACCESS Broadband Act**, IMLS coordinated with the **US Departments of Commerce, Interior, Labor, Education, and Agriculture** to share information and opportunities to expand access to broadband funding and resources. IMLS contributed to reports and the development of shared resources, such as Broadband USA. In addition, IMLS participated in the **American Broadband Initiative**, designed to identify and remove barriers to broadband access and digital resources.

As further described in Section 5.2 of this report, IMLS has co-hosted an annual National Broadband Summit since 2019 in collaboration with **US Departments of Interior, Education, Commerce, Agriculture, and Transportation**; the **Federal Communications Commission (FCC)**; and the **White House Council for Native American Affairs**. The **2022 Summit**, conducted over three days in September 2022, provided a unique opportunity for Tribal leaders, representatives of Tribal libraries and cultural programs, federal programs managers, and policy makers at multiple levels of government to come together and share their innovations in expanding broadband access and adoption in Tribal communities. IMLS's Director opened the Summit with the Secretary of Interior and the Chair of the FCC, and IMLS partnered with the FCC to present information on ways to leverage the agencies' programs.

Additionally, IMLS entered into its first **Memorandum of Understanding (MOU) with the FCC**. The MOU, which aims to promote the availability of affordable broadband programs, recognizes the significant role that libraries and other community anchor institutions play in promoting digital access and inclusion. IMLS and the FCC are also partnering to increase the availability of broadband resources and support in Tribal and rural communities.

U.S. SEMIQUINCENTENNIAL COMMISSION (AMERICA250)

America250 is a multi-year effort to commemorate the 250th anniversary of the founding of the United States. In December 2020, Congress enacted amendments to the US Semiquincentennial Commission Act, designating the Director of IMLS as an ex officio member of the Commission, along with the Secretaries of Interior, State, Defense, Education, and the Smithsonian; the Attorney General; the Supreme Court; the Librarian of Congress; the Archivist of the United States; and the Chairs of the National Endowments for the Arts and the Humanities. Please see Sections 4.5 and 5.2 of this report for more details.

NATION-TO-NATION CONSULTATION AND ENGAGEMENT

Following through on the Presidential Memorandum on “Tribal Consultation and Strengthening Nation-to-Nation Relationships” (January 26, 2021), IMLS developed a [Tribal Consultation Plan](#). The Consultation Plan has helped the Agency to consider ways to most meaningfully structure IMLS programs of support for Tribal library and museum services. Please see Sections 4.4, 4.5, and 5.2 of this report for details on how IMLS carried out this vital engagement in 2022.

EQUITY

Equity is at the core of IMLS’s mission to build the capacity of museums and libraries to meet the needs of the public. Executive Order 13985 provided an impetus to apply an equity lens to assess the Agency’s programs and operations. Please see Section 4.5 of this report for details on the Agency’s Equity Action Plan.

COMMUNITY DEVELOPMENT AND CIVIC ENGAGEMENT

Information Literacy

IMLS was authorized to create an information literacy taskforce to develop guidance, instructional materials, and national strategies

on information literacy, including a website to (1) serve as a clearinghouse for information on literacy programs, (2) offer strategies and tools tailored to both native and non-native English speakers and communities, and (3) coordinate information on federal initiatives, programs, grants, publications, and materials promoting enhanced information literacy. The Taskforce is directed to take steps necessary to coordinate and promote information literacy efforts across departments and agencies throughout the Federal Government and with libraries and museums at the state and local level, including promoting partnerships among federal, state, and local governments, nonprofit organizations, and private enterprises. Please see more detail in Section 4.4 of this report.

Community Catalyst Initiative

Launched in 2016, the multipronged grantmaking Community Catalyst Initiative (CCI) challenged museums and libraries to transform how they collaborate with their communities toward improving wellbeing. The cumulative findings from this five-year venture are captured in a [final report](#) from an independent evaluation published to the IMLS website in July 2022 (please see Section 4.2 of this report for more details). The evaluation reveals a wide range of opportunities for grantees to learn, practice, and share experiences in implementing a community-driven collaboration approach to improving wellbeing. Keys for success included support through coaching by site consultants; professional development opportunities for grantees and their project partners through webinars, convenings, and workshops; and mechanisms fostering peer learning across cohorts of grantees. Additionally, the Agency published the [Understanding the Social Wellbeing Impacts of the Nation’s Libraries and Museums](#) report in October 2021, along with [research and case studies](#). This model also enabled IMLS to learn from earlier efforts and to refine support to better meet the needs of IMLS’s grantees and partners.

Civic Engagement

In furtherance of Executive Order 14019 on access to voting, IMLS created a **Civic Engagement** webpage that has been widely shared in the museum and library fields. It contains numerous resources and strategies that museums, libraries, and heritage and cultural institutions can use to promote civic engagement and participation in the voting process. [Read the White House Fact Sheet on voter engagement here.](#)

National Medals

IMLS awards the **National Medal for Museum and Library Service**, the nation's highest honor for institutions that make significant and exceptional contributions to their communities. Over the past 25 years, the award has celebrated institutions that are making a difference for individuals, families, and communities, bringing about change that touches the lives of individuals and helps communities thrive.

The 2022 National Medal recipients were:

Libraries	Museums
The Amistad Research Center (New Orleans, LA)	Asheville Art Museum (Asheville, NC)
St. Louis County Library (St. Louis, MO)	Burke Museum of Natural History and Culture (Seattle, WA)
Wilmington Institute Free Library (Wilmington, DE)	Oakland Museum of California (Oakland, CA)

The 2023 medals nomination was posted in early September 2022, and we look forward to a celebration in summer 2023. Please see Sections 4.1 and 4.5 of this report for more details.

SECTION 2

IMLS Response to COVID-19

During FY 2022, State Library Administrative Agencies (SLAAs) began submitting reports on funds distributed in FY 2021 from the **Coronavirus Aid, Relief, and Economic Security (CARES) Act**, Pub. L. 116-136. IMLS continued to respond to the ongoing COVID-19 pandemic by distributing over \$15 million in funding from the **American Rescue Plan (ARP) Act**, Pub. L. 117-2.

IMLS also supported 90 awards through **Communities for Immunity (C4I)**, a partnership with the **Centers for Disease Control and Prevention (CDC)**, in collaboration with the US Surgeon General, to boost COVID-19 vaccine confidence in communities across the United States. Building on the many ways they have supported their communities during the pandemic, the partnership helped museums and libraries create and deliver evidence-driven materials and develop resources, programs, and approaches specifically designed to help museums and libraries engage diverse audiences in building trust in the COVID-19 vaccine. The C4I network of museum and library organizations and professionals worked together to enable engagement across a broad and diverse set of communities, increase COVID-19 vaccine confidence in the short term, and work toward greater community health/resilience in the long term.

2.1 CARES ACT GRANTS

As reported in the FY 2021 APR, on March 27, 2020, the President signed the Coronavirus Aid, Relief, and Economic Security (CARES) Act, Pub. L. 116-136, which authorized funding for IMLS to assist states, Tribes, museums, and libraries to “prevent, prepare for, and respond to coronavirus...expand digital network access, purchase internet accessible devices, and provide technical support services” for the benefit of communities impacted by the public health emergency.

REPORTED IMPACT OF CARES ACT ALLOTMENTS TO SLAAS

In FY 2020, using a population-based formula, the Grants to States program awarded \$30 million in CARES Act funds to the 59 State Library Administrative Agencies (SLAAs) in the 50 states, the District of Columbia, the US territories, and the Freely Associated States.

IMLS distributed these awards on April 21, 2020, with funds remaining available until September 30, 2021. IMLS directed the SLAAs to prioritize (1)

digital inclusion and related technical support; (2) other efforts that prevent, prepare for, and respond to COVID-19; and (3) reaching museum and tribal partners, in addition to traditionally eligible library entities, where appropriate.

Overall

SLAAs submitted reports in FY 2022 for the \$30 million in CARES Act funds disseminated in 2020 through the Grants to States program, evidencing

the reach of the funds during the pandemic. States reported reaching at least 13,600 libraries of all types (but primarily public libraries), as well as 113 museums and 28 tribes. Forty states made more than 3,000 subawards to directly reach communities in need, and of the 476 CARES Act projects reported through the program, 398 (84%) involved subawards. The majority of funded projects were related to connectivity and the digital divide, and among the funded areas, SLAAs reported purchasing at least 7,800 hotspots and another 7,700 devices such as laptops or tablets.

Highlighted CARES Act SLAA Projects

The Alabama Public Library Service awarded a CARES Act subgrant to the Alabama Supercomputer Authority (ASA) to expand their Library Broadband and Wi-Fi Initiative. ASA provides broadband and Wi-Fi services to 141 public libraries in 55 counties, representing approximately 82% of the state. ASA used the funds to expand services to 27 libraries in 22 Alabama counties through the installation of Wi-Fi access points and controllers and internet and firewall support services. Partnering with ASA enabled the state library to improve connectivity at local libraries in the midst of the pandemic, when they needed it most.

The Georgia Public Library Service used CARES Act funds to support a technology-oriented grant initiative that responded to the pandemic. Libraries could request Chromebooks, tech innovation, Wi-Fi expansion, or broadband infrastructure upgrades. Under this initiative, 63 projects were funded at 40 library systems across the state. These projects supported the purchase of 420 Chromebooks, 162 hotspots, and 124 licenses to support broadband infrastructure. The initiative streamlined purchasing through a central IT department and delivered needed technology to libraries at a time when they were adapting services from in person to virtual.

CARES Act stimulus funds allowed the Oklahoma Department of Libraries (ODL) to address and reduce gaps in digital inclusion in Oklahoma, particularly in rural locations. ODL awarded

grants to 51 public libraries, Tribal libraries, museums, and literacy organizations, with attention to rates of poverty, unemployment, and broadband availability. Applicants designated specific items such as hotspots, tablets, laptops, Wi-Fi extenders, desktop computers, and data plans to increase the internet and technology offerings in their communities. As a result, library users were able to attend telehealth appointments, complete educational courses, and mitigate isolation by staying in touch with family and friends. Museum and literacy organization programming could also continue uninterrupted in service to their missions.

Using CARES Act stimulus funds, the Utah State Library Division provided a pandemic response mini-grant round to all public libraries in the state. Up to \$5,000 per grant was available to be spent on safety measures, digital inclusion efforts, and other areas of library service that were impacted by the pandemic. These grants, given to 18 libraries, helped Utahns receive library service even with pandemic disruptions. Projects represented seven categories: Personal Protective Equipment, Sanitation, and other Safety; Digital Inclusion; Online Program Creation; Youth Services; Virtual Summer Reading Programming; Support for Jobseekers; and Partnerships with Museums or Tribes. Libraries purchased a range of items including some that helped ensure a safe Summer Reading program, helped create take and make kits, and financed hotspots and e-books, all in response to individual communities and their needs.

The Library of Virginia focused distribution of CARES Act funds to libraries in the neediest communities using a rubric of poverty, literacy levels, and limited internet connectivity. Ultimately, 20 library systems were selected to receive CARES funding to address pandemic response, digital inclusion, and educational support. These subawards represented 88% of the total CARES Act allocation for the Library of Virginia, and the remainder went to statewide resources that would benefit all public libraries and the general public, including disaster planning workbooks, e-books/audiobooks,

a license for tracking Wi-Fi usage at multiple library locations, and an early literacy program offered in partnership with the non-profit SOHO Foundation.

Utilizing CARES Act funding, [Washington State Library](#) (WSL) offered grants to libraries for extending their Wi-Fi to reach parking lots and other outside areas. Four library systems took advantage to extend Wi-Fi in 84 library branches.

Especially during the pandemic, with many businesses closed, finding free internet service was a challenge to Washingtonians. These library internet upgrades offered their communities more points of access, and WSL is proud of the reach this program had and continues to have throughout the state. The program also provided a model for shifting construction activities to local funding so as not to implicate IMLS dollars.

2.2 AMERICAN RESCUE PLAN (ARP) ACT

The American Rescue Plan Act of 2021 (ARP Act) designated \$200 million in pandemic response funding for IMLS “to carry out museum and library services” for the benefit of communities impacted by the public health emergency. The ARP Act enabled the Agency to efficiently provide critical funding to State Library Administrative Agencies (SLAAs), located in every state and territory and with reach into local communities across the US.

In addition to the \$178 million allocated to SLAAs in FY 2021, IMLS also offered \$15 million in grants in FY 2022 to museums, libraries, and Native American and Native Hawaiian communities to provide direct support to address community needs created or exacerbated by the COVID-19 pandemic and to assist with recovery. Projects could continue, enhance, or expand existing programs and services, or they could launch new ones to address emergent needs and unexpected hardships. IMLS received 572 applications for its ARP grant program, requesting over \$22.8 million. In October 2021, IMLS announced \$15,255,733 in 390 ARP Act grants to institutions across 49 states, the District of Columbia, and Puerto Rico. Organizations receiving awards are matching them with \$20,155,341 in non-federal funds. Details on these discretionary awards are included in the FY 2022 AFR, and further reporting will be included in the FY 2023 APR.

Although not yet fully reported, IMLS gathered evidence of ARP Act spending by SLAAs through news media and informal updates, evidencing the reach of the \$178 million during the pandemic. In keeping with ARP Act priorities around digital inclusion efforts and rapid emergency relief to libraries, publicized awards included an emphasis on connectivity as well as helping libraries safely reopen their physical spaces. In the first five months after the April 2021 ARP Act awards to SLAAs, they had already disseminated over 2,600 subawards, reached at least 3,900 libraries, and anticipated reaching another 10,000 libraries of all types. Within those first five months, SLAAs and their subrecipients had already announced the purchase of over 5,300 devices, such as hotspots, laptops, and tablets, as well as 28 library vehicles to reach remote users, including bookmobiles and book bikes outfitted with hotspots.

2.3 COMMUNITIES FOR IMMUNITY

In FY 2022, IMLS partnered with the **Centers for Disease Control and Prevention (CDC)** to boost COVID-19 vaccine confidence in communities across the United States. With support from 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. Building on the many ways they have supported their communities during the pandemic, the partnership helped museums and libraries create and deliver evidence-driven materials and develop resources, programs, and approaches specifically designed to help museums and libraries engage diverse audiences in building trust in the COVID-19 vaccine.

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)** were partners in the initiative designed to engage a broad and diverse set of communities and inform community health/resilience. During this year, IMLS and ASTC supported an assessment of the program carried out by SRI International and convened a capstone event in October 2022 to explore the tools and techniques that museums and libraries used to address community health through the initiative and explore how promising practices and lessons learned might inform future efforts by cultural organizations in their communities. Please see Sections 4.4 and 5.2 of this report for more details.

SECTION 3

FY 2022 Progress Toward Goals 1 through 3

This FY 2022 APR, the fourth for IMLS since its shift from the Performance and Accountability Report format for FY 2019 reporting, highlights the key goals reflected in the Agency’s 2022–2026 Strategic Plan, providing the President, Congress, and the American public a high-level overview of how IMLS is working toward accomplishing its mission. This section of the APR outlines the goals and priorities of the Agency by describing key awards made in FY 2022 to support each objective and highlighting evidence reported by Grants to States grantees in FY 2022 for 2020 activities. Section 4 highlights IMLS’s success in meeting key performance measure targets in FY 2022, presents the highest-level outcome-oriented measures and information available, and reports on challenges that may have resulted in partially met or unmet targets.

IMLS GRANTMAKING

In addition to awarding funds made available through the ARP Act and CARES Act, IMLS performed its mission by making awards through its annual cycle of formula-based and discretionary grant programs. In FY 2022, the Agency made new awards in 12 programs and continued monitoring previously made awards in 13 programs. The table below summarizes the number of awards made and the number of applications for each program over the past six fiscal years.

Summary of FY 2017 – FY 2022 Grants and Cooperative Agreements

Total Awards by Category*	FY 2022 awards / applicants	FY 2021 awards / applicants	FY 2020 awards / applicants	FY 2019 awards / applicants	FY 2018 awards / applicants	FY 2017 awards / applicants
Grants to State Library Administrative Agencies (LSTA Formula Grant)	59 / 59	59 / 59	59 / 59†	63 / 63	63 / 63	62 / 63
National Leadership Grants—Libraries‡	44 / 78 / 139	39 / 94 / 172	42 / 85 / 155	50 / 83 / 155	79 / 187 / 323§	78 / 185 / 302§
Laura Bush 21st Century Librarian Program‡	34 / 61 / 104	39 / 71 / 127	37 / 65 / 113	32 / 45 / 96	42 / 53 / 174	36 / 59 / 122
Accelerating Promising Practices for Small Libraries	Not offered in FY 2022	Not offered in FY 2021	19 / 51	30 / 144	Special funding opportunity launched	N/A
Native American Library Services: Basic Grants (non-competitive)	118 / 118	172 / 172	172 / 175	188 / 188	179 / 179	195 / 200

Total Awards by Category*	FY 2022 awards / applicants	FY 2021 awards / applicants	FY 2020 awards / applicants	FY 2019 awards / applicants	FY 2018 awards / applicants	FY 2017 awards / applicants
Native American Library Services: Enhancement Grants	23 / 27	24 / 28	23 / 37	21 / 33	21 / 31	16 / 26
Native Hawaiian Library Services	6 / 8	3 / 6	3 / 8	3 / 3	3 / 4	4 / 6
National Leadership Grants—Museums	20 / 50	18 / 79	19 / 67	15 / 78	31 / 166 [§]	34 / 185 [§]
Museums for America	120 / 320	125 / 394	109 / 345	112 / 449	133 / 472	132 / 558
Museum Grants for African American History & Culture	36 / 49	24 / 72	22 / 58	14 / 37	26 / 40	16 / 32
Museums Empowered [#]	20 / 49	22 / 63	21 / 56	18 / 62	27 / 110	28 / 147
Native American/Native Hawaiian Museum Services	25 / 30	26 / 34	21 / 28	18 / 29	22 / 31	22 / 40
Inspire! Grants for Small Museums [#]	59 / 218	60 / 301	60 / 230	30 / 202	Special funding opportunity launched	N/A

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

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

‡A two-phase, peer-reviewed process with an open round of preliminary proposals, from which selected applicants are invited to submit full applications. The first number indicates the number of awards, the second number denotes the number of full applications, and the third number indicates the number of preliminary proposals.

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

#A special funding opportunity within Museums for America.

GOAL 1: PROMOTE LIFELONG LEARNING

LANDSCAPE AND OBJECTIVES

IMLS seeks to champion lifelong learning by supporting library and museum projects that foster literacy, support cross-disciplinary and inquiry-based methods of learning, focus on lifelong learning for diverse families and individuals, and leverage the role of museums and libraries as trusted sources of information. In FY 2022, this support was leveraged by museums and libraries to move from surviving toward thriving as the nation continues to heal from the peak of the pandemic. For the nation's museums, momentum shifted to investments in rebuilding and upskilling of staff to continue collection and preservation of artifacts from underrepresented communities and community-focused services. Library awards focused on expanding and diversifying learning opportunities for new Americans, individuals with disabilities, families,

and rural communities. By providing access to learning and skill building, libraries contribute to improved outcomes for all communities.

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.

NEW AWARDS

Award Numbers

IMLS awarded 210 discretionary grants totaling \$30 million with awardee match of \$27.1 million in support of Goal 1.

Objective 1.1: Highlights from Projects Awarded in FY 2022

Children’s Museum of Green Bay will provide educational programming for children and families residing in three homeless and domestic abuse shelters in Green Bay, Wisconsin. Project activities will include monthly outreach programs led by education staff at each shelter, monthly distributions of science and art activity kits to each shelter, and the distribution of museum memberships to families transitioning away from the shelter residence.

The **Coastal Maine Botanical Gardens** will develop, implement, and evaluate a new dialogue-based approach for engaging visitors on two environmentally significant, emotionally complex, and socially challenging topics of interest: climate change and biodiversity loss. In collaboration with an interdisciplinary project team of educational, scientific, and evaluation partners, the garden will provide training for docents, interns, and volunteers to facilitate learning dialogues with visitors on these topics. An external evaluator will measure the efficacy of the training using onsite documentation of conversations and post-visit investigation of visitors’ experience. Through this project, the garden intends to improve visitors’ willingness to listen to and participate in dialogue on these topics, as well as make connections from the natural world to their everyday lives.

Georgia O’Keeffe Museum will implement Art to G.O., a new program to extend its reach to children and adults in northern New Mexico, with a focus on rural communities where access to arts education resources is limited. The program will address the geographic and economic barriers that many families face by providing engaging learning opportunities in safe and trusted community settings.

The **North Carolina Aquarium** at Pine Knoll Shores will provide conservation and sustainability education about aquaculture, sustainable fisheries, and coral propagation through a new exhibition and related activities. The Future Waters exhibit will feature multimedia experiences to showcase the “behind-the-scenes”

work of aquarists, a 750-gallon habitat featuring a sustainable fisheries project, and an interactive opportunity to engage with the coral rearing area of the aquarium. Paid interns will provide interpretation to the public while working in the visible labs within the exhibit.

Whitney Plantation Museum will create an exhibition and related programming focusing on resistance and freedom-seeking in south Louisiana before and during the Civil War. The museum will work with partners to research exhibition content, then develop supplemental online materials, programs for the general public, and curriculum materials for K–20 teachers.

Objective 1.2: Highlights from Projects Awarded in FY 2022

The **1947 Partition Archive** will pilot the Digital Oral History Archivist student fellowship program to introduce high school and college students—particularly those from South Asian American backgrounds—to the field of community-based archives through a series of lectures and hands-on experiences. The project team will develop and execute fellowship cycles that introduce students to cataloging, handling, and preservation techniques used to archive conflict-zone community-sourced digital archives, as well as the concepts of community archives, democratic heritage documentation, geotagging across politically unstable regions, ethical considerations for sensitive collections, digital humanities, and oral history. Staff will share findings from this project via conferences and journals, and the project will introduce students to the field of library and information science while simultaneously increasing the discoverability and access to one of only two major South Asian American community archives in the United States.

The **Borough of Manhattan Community College**, in collaboration with Ithaca S+R, will conduct research on college fluency—a set of abilities that enable students and staff to effectively locate and use relevant college services, programs, and resources—to enhance the abilities of academic librarians and library workers to serve community college students. Research activities

will include collecting case studies at institutions with existing programs addressing college fluency and those without current models and analyzing the findings, as well as conducting and analyzing a national survey of stakeholders across community colleges. The project team will write a capstone report and disseminate findings through evidence-based publications, workshops, traditional and social media, and conference presentations. This research project will result in new knowledge and research-driven resources for librarians in best practices for meeting novel student needs related to college fluency. As a subrecipient, Ithaca S+R will collaborate on generating research instruments, conducting interviews and a national survey, drafting research reports and interim blog posts, and disseminating findings via workshops.

Denver Museum of Nature and Science will develop a training program for emerging leaders in the museum. Long-term outcomes of the leadership training include strengthened leadership capacity, increased employee engagement, and progress in succession planning through growing diverse future leaders. This project will develop a tested leadership training model for museum professionals and strengthen the museum's organizational culture.

Family Place Libraries will partner with the **Smithsonian Office of Educational Technology (OET)**, the **Goodling Institute for Research in Family Literacy at The Pennsylvania State University**, and the **Public Library Association** to adapt, evaluate, and disseminate the Smithsonian OET's free, online Talk with Me Toolkits (TMTs) for use in libraries' family literacy and engagement efforts. Project activities will include adapting six TMTs to complement children's books in public libraries and for use in family programming, testing the TMTs in four geographically diverse libraries with 80 underserved families, evaluating the project, and training librarians across the United States to use TMTs and develop digital collections. The project will ensure libraries are successfully using the

TMTs to help diverse families access and use digital resources and help librarians learn how to build their own TMT collections for use in family programming. As a subrecipient, the Goodling Institute will lead the evaluation, develop the data collection instruments, analyze the data, participate in advisory committee meetings, and help carry out project dissemination activities.

The **Keweenaw Bay Indian Community** will implement programming focused on revitalizing and preserving storytelling practices. Project activities will include recording interviews with elders, collaborating with community storytellers to lead a youth story circle program, hosting Ojibwe author talks and family nights, and purchasing culturally relevant books. The project team will add recordings to the library collection and make them available via the Mukurtu content management system. The project will benefit more than 4,000 Tribal members residing on the L'Anse Indian Reservation.

Koniag, Inc. will develop a comprehensive, community-informed plan for a new set of Alutiiq heritage exhibits for its museum, the **Alutiiq Museum & Archaeological Repository**. Project activities will include working with an Alaskan exhibit designer to engage community members in exhibit conceptualization; create a schematic design tied to an exhibit style guide; develop a draft script with objects, photos, and Alutiiq vocabulary; create a de-installation plan for the current exhibits; draft a budget for design and fabrication; and mentor staff in exhibit development. The process to develop the community-informed exhibit plan will help the museum strengthen relationships with, and better understand the needs of, its native community.

Madison Children's Museum, along with nine partners, will develop a climate and resiliency framework, developmentally appropriate for children up through age 8, to be shared with the field. Each institution will also commit to lowering its carbon emissions through activities such as buying wind power or installing a solar array.

New Mexico State Library, in partnership with **Creative Startups, Cuyahoga County Public Library System, New Jersey State Library's NJLibsGrowBiz, Memphis Library System,** and **Idaho Commission for Libraries,** will provide training and technical support to enable libraries to better serve small businesses and entrepreneurs from historically underserved populations. The project team will build a diverse network of national entrepreneurship librarians, host a training that equips librarians with the skills they need to offer ongoing support to local entrepreneurs and small businesses, and publish a guide so libraries can transform into hubs. The entrepreneurship librarians' network and how-to guide will enable libraries to identify gaps in their local ecosystems and connect with local strategic partners and stakeholders to provide critical support for new and emerging businesses. Library staff, potential entrepreneurs, small businesses, and local economies will benefit from this project.

The **Northern Cheyenne Tribe** will partner with **San Jose State University** to develop a model and toolkit to showcase the use of virtual reality (VR) technology to preserve and share the tribe's cultural heritage. The VR platform will host recordings of Native language speakers and digitized artifacts. The project team will conduct user interviews, focus groups, and surveys with community members. They will disseminate a toolkit with procedures and practices for designing VR archives focused on preserving language and cultural heritage traditions. This project will benefit more than 12,000 Tribal citizens, in addition to serving as a model for other communities and the library field. As a subrecipient, San Jose State University will lead the implementation of the research design, data collection, analysis, and scholarly dissemination; oversee the archival process; and lead the digitization and VR development process.

Peale Center for Baltimore History and Architecture will implement a paid apprenticeship program designed to increase equity and inclusion in the museum field and

preservation trades. The program seeks to recruit up to 36 young people from low-income families in Baltimore who demonstrate an entrepreneurial spirit. Museum staff and other experts will provide each cohort with essential life and professional skills during a 10-month apprenticeship program that will provide a foundation for careers in exhibition installation, art handling, historic preservation, and related trades.

The **Tunica-Biloxi Tribe of Louisiana** will continue to support, maintain, and expand services to the **Cultural and Educational Resources Center (CERC) Library**. The project will support professional development opportunities for library staff to improve library reference services and service delivery. It also will increase community library capacity to preserve Tunica language and cultural materials and collections. The project team will coordinate public education programs for the Tribal and local communities, including access to online services where Tribal adults can complete skill/workforce development activities. This project will benefit library staff to improve service for all Tribal families and the local Avoyelles Parish community.

The **University of Washington Information School**, in collaboration with the **Seattle Public Library, San Diego Public Library, and rural libraries in Washington state and Colorado,** will co-design a set of innovative online play-based digital activities for children around combating misinformation in libraries. Activities will include researching and writing a white paper on children and misinformation; co-designing activities between librarians, teen leaders, and children; developing digital play-based activities; creating a scalable online co-design curriculum for librarians to create their own play-based misinformation activities; and building a hub for accessing all the project resources. Families and children, public librarians and educators, researchers, and designers will benefit from this project.

UPDATES FROM GRANTS TO STATES AWARDS

To report out on the impact of IMLS' largest grant program in FY 2022, Grants to States staff synthesized the SLAAs' five-year evaluations for 2018–2022 and five-year plans for 2023–2027 and shared national level findings, including lifelong learning themes, with state library stakeholders and the general public. In terms of beneficiaries that were often targeted by the program's funding, evaluations pointed to the library workforce (29 states and territories, or 49%) as a predominant group. The new 2023–2027 five-year plans painted a similar picture, with 56 states and territories (95%) including goals or projects related to the library workforce. In addition, 52 states and territories (88%) cited reading as a topic in their 2023–2027 five-year plans, 37 states and territories (63%) indicated in their plans that they intended to coordinate with elementary or secondary education agencies, and 26 states and territories (44%) indicated plans to coordinate with workforce agencies.

With Grants to States support from a Missouri State Library subgrant, [Carthage Public Library](#) continued its successful English language and citizenship instruction program. These classes were geared toward Latino adults who needed to improve their English reading and writing skills so they could study for and pass the US citizenship exam. The library purchased books and classroom supplies, and the students worked with materials from US Citizenship and Immigration Services. Even with COVID-19 and a water line break that caused the program to migrate to a local church, the library reached 73 attendees, and three participants obtained their citizenship at the Federal Courthouse in Kansas City.

Using Grants to States funds in the District of Columbia, the Peer Outreach Program at [DC Public Library](#) engaged with library customers experiencing or at risk of homelessness, mental illness, and/or substance use disorders. Peers have lived experience with homelessness and met customers at library branches to assist in obtaining critical documents such as birth

certificates, government photo identification, and social security cards. They also worked with customers to find shelter, housing, treatment programs, mental health services, food, clothing, and much more. Peers functioned as role models by demonstrating their competency in personal recovery through coping skills, and by serving as consumer advocates who provide clients with information and support. Critical to this work was building rapport and trust with a customer so that the concrete steps of moving out of homelessness, and/or into recovery, could begin.

Local businesses faced unprecedented challenges and opportunities as a result of the COVID-19 pandemic. Using Grants to States funding in Connecticut, the [Ferguson Library's Entrepreneur in Residence \(EIR\)](#) program was designed to help 25 local startups and small business owners survive, pivot, and/or thrive in this environment. The program provided crucial insights and advice to local entrepreneurs who spanned the needs spectrum, from opening a business to shifting product or client focus to shutting down their business. Founders' needs and goals were evaluated by the project director and then connected to an EIR consultant. The virtual program provided counseling, peer sessions and presentations from leading experts in all aspects of entrepreneurship. In addition to the program, the library provided data, research reports, and other assistance needed to complete business plans, marketing analysis, and related needs.

Through a Grants to States project, the [Indiana State Library \(ISL\)](#) worked to sustain statewide support of early literacy initiatives in Indiana. ISL provided youth librarians statewide access to professional development opportunities such as online, self-paced courses. ISL's Children's Services Department loaned materials for story times and book clubs, as well as STEM, LEGO, and virtual reality kits, to Indiana public libraries. In addition, the Read-to-Me literacy program, a cooperative effort between ISL and the state's correctional facility libraries, gave incarcerated parents an opportunity to share the joys of reading with their children.

GOAL 2: STRENGTHEN COMMUNITY ENGAGEMENT

LANDSCAPE AND OBJECTIVES

IMLS seeks to build field capacity by supporting the development of library and museum staff, adoption of best practices and innovations, and strengthening museums and libraries' capacity to serve as trusted spaces for community engagement and dialogue. In FY 2022, awards in this area to museums focused on strengthening institutions' relevance and service to the public, with a focus on investments in co-curation of content with community members and lowering barriers to access to museum services. Libraries strive to center communities, and 2022 library awards focused on collaboration, extensive partnerships, and co-creation to advance literacy, expand access to library resources, and amplify community memories and narratives.

OBJECTIVE 2.1	Promote inclusive engagement across diverse audiences.
OBJECTIVE 2.2	Support community collaboration and foster civic discourse.

NEW AWARDS

Award Numbers

IMLS awarded 109 discretionary grants totaling \$17.4 million with awardee match of \$12.8 million in support of Goal 2.

Objective 2.1: Highlights from Projects Awarded in FY 2022

Adler Planetarium will collaborate with Illinois library system partners to reach audiences throughout the state in advance of the October 2023 and April 2024 solar eclipses. The planetarium will develop a booklet and poster for librarians featuring solar eclipse educational activities and content. It will distribute these resources, along with a supply of solar viewing glasses, to every public library in Illinois, equipping them to share sky observing resources with their community members.

Brattleboro Museum and Art Center will enhance access for people with disabilities. Project activities will include developing an accessible website with an accessibility page and inclusive online programs as well as training staff in developing and implementing enabling programs and exhibits.

Colorado State Library's Library Research Service (LRS) will assess prison library services related to pro-social behaviors in incarcerated people and their successful re-entry in Colorado and create tools for other states and departments of correction to use to conduct their own assessments. LRS will partner with Institutional Library Development, a unit of the Colorado State Library; Remerg, a Colorado-based reentry organization; and the Colorado Department of Corrections to complete the study. The project team will use focus group interviews, a standardized set of surveys, and analysis of data from the prison's information systems and the libraries' systems to complete the assessment. They will develop data, the survey instrument, and a research design toolkit that will enable other states to undertake similar research studies and ultimately establish a dataset describing outcome of prison libraries across correctional environments nationwide.

The Ohio History Connection will launch the "Marking Queer Ohio" project to identify the stories, spaces, and places that reflect the impact of LGBTQ+ Ohioans in shaping the state's larger history. As part of its Gay Ohio History Initiative, the museum will partner with Equality Ohio and a network of partners to build a foundation of primary sources to support the placement of ten LGBTQ+ historical markers across Ohio. The project team will conduct statewide outreach to solicit narratives for the markers and related oral histories, artifacts, and records and form a community of practice through convenings and workshops. Museum staff members will participate in training in LGBTQ+ cultural competency and trauma-informed care to support this work. The project will enable the museum to build trust with this historically excluded community and to document and share their stories more broadly.

The School of Information Sciences at the University of Tennessee at Knoxville, in partnership with the University of Tennessee Institute of Agriculture, rural public libraries in Tennessee, and statewide 4-H network agents, will collect and analyze information and technology needs of farming communities. Project activities will include gathering and assessing the willingness, capabilities, needs, and challenges of rural public libraries to meet the information technology needs of farming communities in Tennessee; identifying challenges and solutions for rural public libraries to collaborate with 4-H networks to better serve farming communities; and identifying interdisciplinary courses, guest speakers, and practicum opportunities as part of building a certificate program. This project will help rural libraries better articulate their significance and value for local communities.

The Urban Libraries Council will partner with **Barbershop Books** to build and support a network of 40 barbershops and four public library systems to provide effective and community-based literacy services for underserved children. Project outcomes will include increased access for children to influential adults who can inspire and encourage out-of-school time reading and positive attitudes toward reading, increased awareness among libraries of the value of employing a culturally authentic approach in engaging underserved communities, increased involvement of local leaders who can influence and expand literacy efforts, strengthened capacity for libraries to be a major factor in reducing reading opportunity and achievement gaps, the demonstration of scalable models for library-barbershop collaborations, and a set of resources including a draft framework for libraries as literacy equity leaders. This project is designed as a pilot to demonstrate the value of library-barbershop partnerships in addressing literacy rates in underserved communities.

Yerington Paiute Tribe (YPT) will better support and enhance community afterschool and summer youth activities with language and culture programs. It will continue to increase the number of language and culture classes held in the library in a structured

seasonal pattern with an emphasis on the Paiute people. To help Tribal members overcome barriers to accessing traditional foods, it will support the continuation of cultural plants and vegetation through hands-on teaching workshops and interactions within the hoop house and share elder knowledge of traditional plants. This project will benefit residents and Tribal members of all ages who live on the reservation and colony of YPT.

Objective 2.2: Highlights from Projects Awarded in FY 2022

City Lore will expand its "Creative Traditions" initiative by implementing a series of community-curated exhibitions, public programs, and mentoring opportunities to sustain the cultural traditions of diverse communities in New York City. The center will create a citywide network of folk and community-based artists, host monthly convenings and performances, and offer fellowships for four cultural ambassadors to curate exhibitions about their communities' traditions and aspirations. City Lore will also produce an online toolkit with resources to help artists create work samples, produce small community-based exhibitions, improve their event production and promotion skills, and connect with city agencies. This project will further the center's work to create a trusted space for diverse communities to present their material culture and performing arts to a broad audience.

East Carolina University's Laupus Health Sciences Library will work with NC State University Agromedicine Extension, NC Area Health Education Centers, NC Farmworker Health Program, Student Action with Farmworkers, and the NC Agriculture Digital Alliance to research and address digital equity in rural agricultural communities, specifically for migrant and seasonal farmworkers. Researchers will examine the prevalence of internet access and devices among farmworkers, the information literacy levels and needs of farmworkers and farmers, the current role of libraries in serving agricultural communities,

and whether broadband plans typically include libraries and agricultural workers specifically. Deliverables will include webinars for librarians, newsletters and other digital documents, case studies of librarians with unique experiences or innovative ideas on providing resources and engaging with agricultural communities, and publications in library science journals. Migrant and seasonal farmworkers, community health workers, library staff, and agricultural communities will benefit from this project.

The **International Coalition of Sites of Conscience** will work with 10 partner museums to create a suite of tools to help museums systematically identify and develop a comprehensive understanding of the absences in representation in their operations and in their collections and programs. The project team will develop frameworks to assess collections, programming, and employment and operations policies, as well as community partnerships. With the support of a mentor, each museum will strengthen relationships with community partners by developing and implementing plans to address missing narratives in their institutions. Each museum will produce a public program or exhibit about its work. Project outputs will include a report, a series of webinars, a toolkit, and articles in peer-reviewed journals. The project will provide museum professionals with skills to proactively expand the stories their museums tell through new programming and exhibitions.

Jefferson School African American Heritage Center will identify, map, and interpret the history of African American land ownership and residential life in central Virginia from 1744 through 2020. Staff and volunteers will analyze more than 400,000 pages of property, land, and public records using tools developed for citizen-science crowdsourcing projects.

The **Kualoa-Heeia Ecumenical Youth Project** (KEY Project) will serve as a community resource center and help strategic partners host on-site film screenings and community conversation nights that address community needs via the

Living Library (a dedicated multimedia space). The Living Library will connect the KEY Project and the Ko'olau communities to partners, educators, filmmakers, and cultural practitioners looking to develop a framework for best practices for sharing content and guiding community dialogue. The KEY Project will benefit about 2,000 adults in the Ko'olau communities, including the kūpuna (elders), as well as other beneficiaries such as students, families, and the general community.

Morgan State University's Lillie Carroll Jackson Civil Rights Museum will expand its programs and educational curriculum geared toward middle and high school students by incorporating experiences of Baltimore's leadership in the "Long Civil Rights Movement." The museum will retain its full-time program and education coordinator, who will develop educational programs, schedule school visits, lead public programs, coordinate the docent training program, and facilitate partnerships with Baltimore City Schools. In partnership with the Quarles Institute, the museum will engage students from Baltimore City public high schools for paid summer internships to encourage interest in careers in museums or other cultural organizations as they gain hands-on experience in research, preventive conservation, critical thinking, interpretation, and other museum-related skills. The project will expand the reach of the museum's educational curriculum, potentially serving 1,800–2,400 new students in 45 schools

UPDATES FROM GRANTS TO STATES AWARDS

Analysis of the five-year evaluations (2018–2022) and five-year plans (2023–2027) for the Grants to States program revealed community engagement themes that speak to impact. Program funding beneficiaries often included individuals with disabilities (25 states and territories, or 43%) as a predominant group. The new 2023–2027 five-year plans painted a similar picture, with 43 states and territories (73%) referencing talking books programs for the blind and print disabled.

Using Grants to States funding, the [Nebraska Library Commission's](#) (NLC) Talking Book and Braille Service (TBBS) provided free audiobooks and audio magazines on digital cartridges and Braille to individuals with conditions or disabilities that limit the use of regular print. Eligible individuals could also download books and magazines from the Braille and Audio Reading Download website administered by the National Library Service for the Blind and Print Disabled. TBBS provided over 128,000 books and magazines in audio and in Braille to 2,652 Nebraskans during the project period. The NLC in-house studios recorded and produced audiobooks and audio magazines from either Nebraska authors or regional authors, or about Nebraska and the Great Plains, and made the titles available to patrons.

Encouraging a love of reading for learning and pleasure is a core value for West Virginia libraries and is bolstered through Grants to States funding. The [West Virginia Center for the Book](#), which is a Library Commission program, encouraged related activities by underwriting the [Appalachian Heritage Writer-In-Residence Program](#), and by promoting literacy resources such as its circulating collection of book discussion kits, and materials related to Family Read Week. The center also organized the annual "One Book, One West Virginia" statewide read featuring Marie Manilla's *The Patron Saint of Ugly*. As part of this effort, they offered citizens unlimited access to digital copies of the book and distributed materials to libraries to encourage community dialog.

Using Grants to States funds in Rhode Island, the [West Warwick Public Library](#) helped young Indigenous writers enhance skills in fiction writing and publishing. The cohort attended workshops, lectures by literary professionals, and peer critique sessions, while also going through the professional editorial process. The project culminated in the publication of the Indigenous writers' stories in an anthology made available through all Rhode Island public libraries and select commercial venues. The library partnered with the Cranston Public Library teen

department to provide additional support for program attendees, and with the [Tomaquag Museum](#), an Indigenous museum in Exeter that educates about the history and culture of the Narragansett, Niantic, Pokanoket, Wampanoag, and Nipmuc tribes of Southern New England. The project also promoted the value of artists and their work by paying professional rates to the cohort of writers and cover artist.

Using Grants to States funds in Wisconsin, the [Winding Rivers Library System](#) contracted with a third-party consultant to provide statewide community engagement training. This Wisconsin Libraries Transforming Communities program selected and trained 36 coaches and team members from 14 counties in 12 different library systems. Teams consisted of a library staff member and one or two community partners, such as individuals from schools, health departments, or non-profit organizations. They applied their learning by engaging deeply with their community through focus groups, surveys, and conversations. Each team also received a \$2,000 mini grant to implement community projects such as dual language story times, community leader videos, internet access improvements, and public art projects.

GOAL 3: ADVANCE COLLECTION AND STEWARDSHIP ACCESS

LANDSCAPE AND OBJECTIVES

IMLS works to increase public access to museums and libraries by supporting library and museum stewardship, investing in tools and technology that enable people of all backgrounds and abilities to use museums and libraries, investing in policies and partnerships that address barriers to access, and engaging in effective communications. FY 2022 grants in this area supported museums in marrying traditional collections preservation with digitization strategies and engaging community members for preservation of all American histories. Additional focus for FY 2022 awards included a renewed emphasis on improving foundational infrastructure and skills for preserving physical artifacts. Community archives are integral to shaping local and national narratives. Library awards reflect efforts to empower communities and individuals to develop and preserve community memory.

OBJECTIVE 3.1	Support collections care and management.
OBJECTIVE 3.2	Promote access to museum and library collections.

NEW AWARDS

Award Numbers

IMLS awarded 186 discretionary grants totaling \$25.7 million with awardee cost share of \$17.5 million in support of Goal 3.

Objective 3.1: Highlighted Projects Awarded in FY 2022

The Karuk Tribe will host monthly community archiving opportunities at Tribal computer centers, libraries, and museums in each of their three Tribal communities. Tribal library staff will collect and inventory the digitized items from the community archiving workshops, help prioritize at-risk collections, and support

digitization efforts from community members and Tribal departments, as well as existing holdings. Community members will gain skills to digitize prioritized collections and receive access to Karuk MemoryLab equipment through appointments. The tribe will publish outreach and promotions for the workshops in their quarterly Tribal newsletters, as well as through social media, email, community bulletin boards, and word of mouth. This project will benefit all Tribal community members.

Louisiana State University, in partnership with **Arizona State University**, will develop a national categorical climate change risk assessment scale for galleries, libraries, archives, and museums. Using a previously developed dataset, the project team will use geographic information system analysis to identify risks specific to these institutions, including tropical cyclone wind and/or flooding damage, inland precipitation, and extreme heat signatures. They will use further statistical estimation of risk and visualization to develop a comprehensive risk assessment scale that will allow institutions to properly identify their climate-change related risks, create emergency management plans, develop short- and long-term mitigation plans, and prioritize funding opportunities. The project team will make results publicly available, and galleries, libraries, archives, and museums nationwide will benefit from this project.

Mississippi State University will lead a multi-site research project to support the collections care and management of at-risk amphibians in immediate danger of extinction. The project team includes 23 partner institutions that will develop and disseminate new tools to facilitate the preservation and sharing of biomaterials from threatened amphibians for their genetic management, train zoo staff and students on biomaterial preservation of reproductive

materials, and conduct foundational research on a one-plan approach that links the conservation of populations in the wild and in zoological facilities through biomaterial banking for improved sustainability. Project findings will help reduce the risk of population collapse of the living collections and maximize genetic diversity through storage of key reproductive cells. The project team will share results in peer-reviewed publications, conferences, video tutorials, podcasts, websites, and social media as well as through advanced training workshops.

Spurlock Museum at the University of Illinois will develop an affordable, simple tool to measure the presence of ultraviolet (UV) light, which can cause irreparable damage to museum collections in galleries, work areas, and storage. The project team will prototype and assess multiple designs. They will also develop tools to support calibration of the meter. The museum will publish design files and assembly instructions, offering an affordable meter to help museums of all sizes protect their collections through the collection from UV light.

Three Chiefs Culture Center of the Confederated Salish and Kootenai Tribes will restore and rehouse artifacts damaged by an arson fire in 2020. The project will fund object conservation, environmental improvements, and firesafe storage for the collection, as well as staff time to update their collections management policy, digitize and catalog records and objects, and build-out their collections database.

Tri-Cities Historical Museum will create a disaster response plan and disaster response kits for the museum and its collection of historical objects. Led by the curator of collections and a certified Heritage Emergency First Responder and firefighter, museum staff will receive trainings on how to rescue artifacts and respond to disasters associated with water, fire, and other incidents.

The **University of North Texas (UNT) Department of Information Science** will partner with the

UNT Oral History Program and **Louisiana State University (LSU) School of Library and Information Science** to host a series of forums to identify best practices and strategies to respond to challenges around building, implementing, preserving, and accessing community oral history projects. The project team will convene librarians, archivists, oral history practitioners, public historians, community-based memory workers, and others working in oral history to identify good practices, share challenges and lessons learned, and prepare an actionable roadmap for building, implementing, preserving, and sustaining community oral history projects. The forums will result in a white paper summarizing the current state of the community oral history field and provide recommendations for future directions as well as an annotated resource guide of existing oral history guidelines, projects, programs, and collections. Subrecipient LSU will assist with scheduling and coordinating the virtual forums, collaborate on the white paper, and help disseminate project findings at conferences.

The **University of Texas at San Antonio Libraries and Museum** will carry out a digitization and cataloging project that will contribute to the long-term preservation and increased access to a collection of at-risk audiovisual items produced by the Institute of Texan Cultures. Informed by a previous assessment of the collection that identified conservation priorities, the project will entail cataloging, rehousing, and moving thousands of collection items to climate-controlled storage. The museum will hire an audiovisual archivist to survey the collection and standardize project metadata. A contracted vendor will digitize prioritized at-risk items from the collection, and graduate and undergraduate student assistants will aid staff in the cataloging and rehousing of the collection. In addition to advancing knowledge and understanding about the diverse communities living in the state of Texas, the project will provide practical experience and training for university students.

Objective 3.2: Highlighted Projects Awarded in FY 2022

The **Fort Sill Apache Tribe** will expand and enhance the *Ndé Bizaa Nahizaa* (“Apache Language, Our Language”), a community-based teaching text, to assist Tribal members with language learning. Project activities will include restoring audio recordings to pair with the text as examples of language pronunciation. The tribe will train a support team in the proper methods for digitizing and cataloging audio material. It also will pursue strategic institutional partnerships for long-term storage of original recordings. The project will benefit more than 800 enrolled Tribal members by providing them with insight into their cultural heritage.

Louis Armstrong House Museum will catalog, digitize, and preserve multiple collections housed at the Louis Armstrong Archives. Museum staff will work with a consulting archivist to organize the new archival materials added to the Lillian Hardin Armstrong, Jack Bradley, Jeann Failows, Selma Heraldo, and Louis Armstrong collections.

Montana State University will partner with **James Madison University** and **Iowa State University** (ISU) to develop resources that support the ethical use of artificial intelligence (AI) in libraries and archives. The project will produce deliverables that support responsible operationalization of AI in libraries and archives, including an environmental scan of AI projects in libraries, library and archives community-specific case studies, an ethically relevant harms analysis tool, and a handbook to guide users through project deliverables. Strategic partnerships with influential library and archives organizations will support broad dissemination of deliverables and encourage community participation throughout the project timeline. Responsible AI deliverables will help practitioners consider ethical implications as they embark on AI projects that support increased impact and new uses of library resources. As a subrecipient, ISU will be part of the project team generating and disseminating the project deliverables.

The **New York Public Library** will support the development of a Virtual Reading Room—a controlled online research environment which will provide library patrons with mediated, secure remote access to otherwise restricted material collections. The Virtual Reading Room will advance the progress of knowledge by filling a critical gap in access to research collections not well-suited for open access models. Project activities will include defining the legal policies and framework supporting the Virtual Reading Room and designing and implement a key Virtual Reading Room technical component: the user authorization layer. As the need for equitable remote accessibility intensifies due to the COVID-19 pandemic and other factors worldwide, the Virtual Reading Room will serve as an adaptable model for responsible mediated access to library collections on a broad scale.

The **Sandy Spring Museum** will redress historical inequities in its cataloging practices by enhancing the metadata used to describe materials in its archival records. The project is designed to unlock the Black history of the region, which is not readily available due to past recordkeeping practices. The museum will hire a metadata associate to work with its archives and records manager and a community subject matter specialist to uncover family histories, apply page-level metadata, and transcribe materials. The project will allow people searching for Black history in the museum’s archives to access previously unknown information about the local Black community, such as labor remuneration, specialized skills, health and health care access, and informal economies. The museum’s entire digital collection will continue to be available on a collaborative statewide digital preservation program.

The **Sealaska Heritage Institute** will enhance digital preservation practices and expand digital storage capacity to increase access to their Indigenous archives. The project will include professional development and training for staff to gain expertise in digital archives management. Staff will also establish a formal,

comprehensive digital preservation management policy to support the long-term preservation of digitized and born-digital archival holdings, including their audio collection of Tlingit, Haida, and Tsimshian oral traditions. The project will result in increased access to archival records for research and educational purposes for Indigenous communities and the general public in Southeast Alaska and beyond.

The [University of Wisconsin Milwaukee School of Information Studies](#) will create mobile digital library accessibility and usability guidelines to support blind and visually impaired users. This project will generate a new framework, including a theoretical approach that considers all users' needs, types of help-seeking situations blind and visually impaired users encounter using mobile digital libraries, limitations of the existing mobile digital library guidelines, mobile digital library accessibility and usability guidelines addressing each situation, current digital libraries' compliance status, and methodology to be applied to develop guidelines supporting other underserved groups. The project will help policy makers, researchers, and practitioners understand digital library design problems and enable developers to enhance digital libraries for universal access.

UPDATES FROM GRANTS TO STATES AWARDS

Analysis of the five-year plans (2023–2027) for the Grants to States program showed emerging themes of collection and stewardship access that speak to impact. Most plans (42 states and territories, or 71%) included broadband/digital literacy initiatives.

The goal of the [Arizona Memory Project](#) (AMP) was to improve access and usability of documents related to the history, culture, and statecraft of Arizona. Arizona State Library, Archives and Public Records used [Grants to States funds](#) to purchase software and storage, hire a vendor to complete a specific scanning project, hire a contractor to assist AMP staff with digitizing in-house content, and host

recruitment workshops to gain additional collections and partners. Users benefited because AMP provides free access to over 660,000 digitized historical items comprising 380 collections contributed by 102 institutions across Arizona.

Using Grants to States funds in Indiana, [Hamilton East Public Library](#) (HEPL) developed two microlibraries—small, focused collections of materials for partner locations in two underserved areas of the cities of Fishers and Noblesville—for their rapidly growing community. The aim was to reach audiences who do not, or cannot, frequent the main library buildings. Patrons checked out materials with their cell phones, and the library refreshed the collections every other month based on the community's unique needs. These included bilingual and Spanish books for an organization serving many native Spanish speakers, and a pre-K collection for the sports complex with an onsite preschool. The microlibraries increased HEPL's connections with community organizations and visibility within the community.

As part of an ongoing project, the [Houston Public Library](#) (HPL), in partnership with The [Texas Archive of the Moving Image](#) (TAMI), used Grants to States funds to digitize and make widely accessible historically important and previously unavailable Texas films. The films are currently in the collections of HPL's Houston Metropolitan Research Center (HMRC) and the African American Library at the Gregory School (Gregory). Staff from HPL, HMRC and Gregory worked with contractors to describe the films using standard metadata practices that make them more findable for the public. During the project period, staff processed 294 films of significant events in Texas from 1940s to 1970s. Items are accessible statewide through the TAMI online library, the HPL Digital Archives, and multiple HMRC and Gregory programs. A representative selection of the films is available for streaming from the TAMI library.

Using Grants to States funds, the [North Dakota State Library](#) contracted for and made available databases of online resources for use by all library types, state agencies, and North Dakota residents. Genealogy offerings are heavily used by citizens and restricted to use in library buildings, but all other databases were available statewide. The library prioritized school-related resources for students and educators throughout

the state. Other resources for language learning, skill-building, and book discovery were available to citizens at any location statewide. During the project period, library users at 70 public libraries, 21 academic libraries, and 170 school libraries utilized this statewide service, which addressed equity of access in the state's large and rural geography.

4

SECTION 4

FY 2022 Progress Toward Goal 4: Demonstrate Excellence in Public Service

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

Objective 4.1	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.

4.1 IMLS AWARD LIFECYCLE

Many of IMLS's performance targets center around the award lifecycle, which begins with planning and announcing funding opportunities, reaching out to potential applicants, and receiving and processing applications to ensure quality peer review, and moves to issuing awards, providing support and oversight through awards monitoring, and final closeout.

FY 2022 Target	FY 2022 Actual Performance	Successes & Challenges	Status
PLANNING AND ANNOUNCING FUNDING OPPORTUNITIES			
Office of Library Services Discretionary (OLS) will assist with development and approval of five Notice of Funding Opportunities (NOFOs) to support clearance by the U.S. Office of Management and Budget (OMB) for posting by August 31, 2022.	OLS completed minor revisions for five FY 2022 NOFOS. The Native American Library Services Basic Grants was posted December 1, 2021. The Native American Library Services Enhancement Grants and Native Hawaiian Library Services were posted January 5, 2022. The National Leadership Grants and Laura Bush 21st Century Librarian Program were posted July 8, 2022.	Effective intra- and inter-office coordination kept efforts on track to meet the target ahead of the August deadline.	Met

FY 2022 Target	FY 2022 Actual Performance	Successes & Challenges	Status
Office of Museum Services (OMS) will assist with development and approval of six NOFOs to support clearance by OMB for posting by August 31, 2022.	OMS posted all six NOFOs on August 15, 2022, ahead of the target deadline and 90 days prior to the FY 2023 deadlines for applications.		Met
The Office of the Director (OD) will coordinate with a cross-agency team to create and post an FY 2023 National Medals competition by the end of FY 2022.	OD coordinated the posting of the FY 2023 Medals nomination form on September 1, 2022, ahead of the target deadline and two months before the December 1, 2022, deadline for museums and libraries to submit their nomination materials.	A cross-agency team collaborated to revise, review, and clear the Medals nomination form for FY 2023.	Met
REACHING OUT TO POTENTIAL APPLICANTS			
OLS program staff will provide public webinars covering all five of its grant programs by September 30, 2022.	OLS created all webinars and made them available to applicants for on-demand use ahead of the target deadline.	OLS coordinated internally and with the Office of Communications (OC) to post webinars in a timely manner.	Met
OLS will make presentations at three new venues where IMLS has not been a speaker in the past three years by September 30, 2022.	IMLS presented seven times at four new venues. We led a panel discussion at the Rural Library Summit in December 2021, presented for the American Association of Law Libraries in March and August 2022, presented three sessions at the American Library Association annual meeting in June 2022, and presented at the Gathering of Arizona Tribal Librarians in September 2022.	We were successful in exceeding this target through a combination of acceptance of proposals submitted by OLS and requests from the field to speak at conferences. OLS continues to think about how to reach new communities, particularly based on geography and our geographic reach. One promising practice could be to combine conference presentations with webinars and other virtual outreach.	Met
OMS program staff will produce webinars for potential applicants by September 30, 2022.	OMS reviewed and updated webinar text and images for FY 2023 NOFOs to produce a general webinar as well as six program specific webinars. All were posted online by September 1, 2022.	The OMS team reviewed the scripts for all program webinars and completed an update process ensuring consistent inclusion of technical assistance language across all webinars to advance IMLS' equity plan. This process allowed for incorporation of new key messages based on OMS team members' experiences at conferences in this year.	Met

FY 2022 Target	FY 2022 Actual Performance	Successes & Challenges	Status
<p>OMS webinars for potential applicants will generate 8,000 or more YouTube views.</p>	<p>OMS exceeded the target goal by generating 9,408 views across the various webinars. Specifically:</p> <ul style="list-style-type: none"> • “Choosing a Funding Opportunity for FY 2023” – 4,116 views (the webinar is available on all specific grant program webpages) • “IMLS Museums for America Grant Program” – 1,153 views • “IMLS Office of Museum Services Inspire! Grants for Small Museums Applicant Webinar” – 2,034 views • “Museums Empowered” – 653 views • “IMLS Office of Museum Services National Leadership Grants for Museums Program” – 347 views • “IMLS Museum Grants for African American History and Culture” – 890 views • “IMLS Native American, Native Hawaiian Museum Services” – 215 views 	<p>Outreach at in person conferences this year, along with direct messaging to museum service organizations regarding availability of the informational webinars were key strategies for increasing visibility and awareness of the webinars to the field. A lesson learned here is that proactive outreach and communications using major field platforms is essential for broad reach—especially to new applicants.</p>	<p>Met</p>
<p>ENSURING QUALITY PEER REVIEW</p>			
<p>99% of OLS applications will be reviewed by at least three reviewers.</p>	<p>OLS sent a total of 583 proposals for peer review in FY 2022. Only one of the 583 did not meet the criteria for three reviewers, resulting in a 99.8% success rate.</p>	<p>Targeting a higher number of reviewers for each proposal has been an extremely successful practice in that it allows for a small margin for reviewer attrition.</p>	<p>Met</p>
<p>OMS will recruit over 1,400 museum professionals by January 31, 2022, to potentially serve as reviewers for FY 2022 applications.</p>	<p>OMS solicited 6,854 museum professionals before January 31, 2022, to potentially serve as reviewers. A total of 880 museum professionals volunteered to serve.</p>	<p>Despite worries that there would be fewer museum professionals willing and available to serve as reviewers due to the impact of the pandemic, response from the field was strong. Modest increases in honoraria for panelists also helped in ensuring working professionals could participate without compromising their earnings or their institutions’ operations.</p>	<p>Met</p>
<p>95% of FY 2022 OMS applications will be reviewed by at least three external reviewers.</p>	<p>Of the 660 proposals that went to review, more than 99% were reviewed by at least three external reviewers.</p>	<p>This statistic is particularly powerful this year, since a significant amount of award funds were released more than six months into the budget cycle and after all grantmaking deadlines had passed. The OMS team worked on a diligent timeline to figure out how to process awards for more than \$5 million in new funds and meet our review criteria and timeline.</p>	<p>Met</p>

FY 2022 Target	FY 2022 Actual Performance	Successes & Challenges	Status
ISSUING AWARDS			
OLS will make all discretionary awards by September 22, 2022.	Awards were issued by the deadline, although work on this continued until the September 30, 2022, end of the fiscal year.	OLS coordinated internally to keep things on track, monitor remaining funds, and coordinate with other offices where needed.	Met
OMS will participate in the processing and review of applications to the Save America's Treasures (SAT) program by July 31, 2022.	OMS participated in the processing and review of applications to the SAT program and completed this on May 20, 2022.	Working with the National Endowment for the Arts, the National Endowment for the Humanities, and the National Park Service, all SAT applications were processed and reviewed by May 20, 2022. As the SAT program continues to receive more funding each year, the number of awards and funds awarded increase, requiring greater IMLS staff time commitment.	Met
OMS will make all Native American/Native Hawaiian Museum Services grant program (NANH) and African American History and Culture grant program (AAHC) awards by May 22, 2022	OMS made all NANH and AAHC awards by May 21, 2022.	OMS was able to pivot to expand awards in FY 2022 slightly ahead of schedule, even with changes to available appropriations released in mid-March.	Met
OMS will make all National Leadership Grant (NLG) awards and the three Museums for America program awards by July 22, 2022.	OMS made all NLG awards and the three Museums for America program awards by July 22, 2022.	OMS met the deadline for award making through adherence to internal workflow deadlines and processes. This included processing a number of new out of cycle awards and cooperative agreements to respond to the additional funds appropriated late in the fiscal year.	Met
PROVIDING SUPPORT AND OVERSIGHT			
70% of OLS change requests will be completed within 30 days of receipt.	OLS received 673 change requests and processed 97% within the 30-day window. Twenty-two requests took longer than 30 days to complete.	Program Officers made change request response a priority and incorporated these Electronic Grants Management System (eGMS) change request checks in their monthly workflows.	Met
80% of OMS change requests for all of its active grants within 30 days of receipt.	OMS received 1,473 change requests and processed slightly more than 96% within 30 days. Fifty-six took longer than 30 days to complete.	While we exceeded the target percentage, many change requests are not complete when submitted. Based on last year's reflections, OMS tracked timing from receipt of complete change requests to better reflect efficiency and effectiveness.	Met

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

FY 2022 Target	FY 2022 Actual Performance	Successes & Challenges	Status
The Grants to States program (G2S) will prepare a national analysis of five-year evaluation and plan data by September 30, 2022.	G2S prepared a national analysis of five-year evaluation data for the G2S conference on June 23, 2022, and finalized five-year plan data by September 30, 2022.	Program officers used a shared codebook during their 90-day review to track areas that contributed to the analysis. G2S modeled analysis after the one performed five years ago for comparative purposes, and this strategy also created efficiencies.	Met
G2S will release a new site visit checklist to the states by September 30, 2022.	G2S drafted a new site visit checklist by May 2022, which was pending OMB approval and State Performance Report (SPR) deployment as of September 30, 2022. G2S will release the checklist to states in the first quarter of 2023.	Adding the checklist to the SPR will create administrative efficiencies for the states and IMLS. Because Paperwork Reduction Act (PRA) approval extended to early October 2022, the Agency was not able to publish the checklist by the end of FY 2022, but achieved this shortly after.	Partially Met
G2S will award its annual formula grants within 1.5 months of other dependencies, including passage of the budget and availability of Census data.	G2S awarded its annual formula grants by April 11, 2022, one month after passage of budget and availability of Census data on March 15, 2022.	G2S started working on the allotment table, including maintenance of effort and Census data, in December 2021. This was several months ahead of the deadline. Additionally, G2S coordinated closely with the Office of the Chief Financial Officer (OCFO) to review the allotment table and apportionment timeline. G2S also closely coordinated with the Office of Grants Policy and Management (OGPM) on award creation and government-wide system updates on April 4, 2022. G2S stayed on top of required entity registrations, certifications, and contacts, and communicated with states, as needed.	Met
State grantees on average rate G2S greater than or equal to 3.6 (on a scale of 1-4) on its annual conference.	The average state grantee rating of G2S on the annual conference was 3.78 (on a scale of 1-4). In person attendees rated it even higher, at 4.0.	G2S worked with the Office of Research and Evaluation (ORE) to offer engaging content around topics of interest, such as five-year evaluations and plans, CARES Act/ ARP Act, and reaching diverse audiences. Meeting planning support from Capital Meeting Planning allowed G2S to focus on the content. This first hybrid conference was a success.	Met

FY 2022 Target	FY 2022 Actual Performance	Successes & Challenges	Status
>= 70% G2S annual conference attendees will give ORE favorable reviews on ORE presentations.	More than 90% of respondents gave ORE presentations a favorable review.	The conference was hybrid, providing for a higher attendance and more diverse interaction (online and in person).	Met
The Office of the General Counsel (OGC) will develop and deliver training for SLAAs and the G2S Conference on their federal compliance responsibilities by September 30, 2022.	OGC delivered training for SLAAs and G2S on their federal compliance responsibilities on May 26, 2022.	The training was provided to staff at the SLAAs with responsibility for federal compliance. OGC taped the training to offer greater access and posted the video and presentation PDF.	Met
ORE will facilitate five monthly meetings for SLAA evaluators' community of practice (CoP) with meeting materials and other relevant documents archived on the CoP's web portal by March 31, 2022.	ORE and G2S staff hosted eight meetings by March 17, 2022.	Participants in the CoP expressed appreciation and feelings of value for the effort. For new evaluators in particular, having staff and peers on hand, along with making meeting recordings available, helped to advance their knowledge of and confidence in completing the five-year evaluations. The platform was good for posting information about upcoming meetings and sharing post-meeting videos and materials.	Met

SUPPORTING GRANTS MANAGEMENT

FY 2022 Target	FY 2022 Actual Performance	Successes & Challenges	Status
COMMUNICATING AWARD ANNOUNCEMENTS AND AVAILABILITY OF NOFOS			
The Office of Communications (OC) will announce awards and NOFOS on schedule 100% of the time.	OC announced awards and NOFOS on schedule 100% of the time.	OC used standardized worksheets and collaborative interdepartmental processes to streamline scheduling, writing, clearing, and posting.	Met
The Office of the Director (OD) will coordinate with OGPM and OC to publish one blog or Director's letter to accompany the opening of our FY 2023 NOFOS by the third quarter of FY 2022.	OD published a director's letter with eight NOFOS in July (for OLS) and August (for OMS).	OD successfully coordinated across the Agency to share the Director's vision for the future of the museum and library fields across eight disparate grant programs.	Met
REVISING THE IMLS GRANTS ADMINISTRATION MANUAL AND EGMS JOB AIDS			
OGC, with OGPM, will review and update all Grants Administration Manual (GAM) and eGMS templates by September 30, 2022.	OGC, with OGPM, reviewed and updated all GAM and eGMS templates by November 3, 2021.	OGC and OGPM successfully reviewed and updated all Grants Administration templates. These are used by program officers and administrators throughout the Agency to ensure consistent and effective agency practices. The materials also serve as training resources for IMLS staff.	Met

FY 2022 Target	FY 2022 Actual Performance	Successes & Challenges	Status
OGPM will complete or update 12 eGMS job aids and three training videos by September 30, 2022.	OGPM completed or updated 19 job aids and seven instructional videos by September 30, 2022.	Our work continues provide us with confidence that job aids are effective tools for documenting processes and procedures, training users, and helping to ensure consistency. Our approach to updating validated our premise that keeping up-to-date on revisions and updates to these materials on a near-constant basis is critical to maximizing their usefulness. There is a domino effect by which a small change in one process may have implications for one, two, or many others, and updating is thus not a task that can be postponed.	Met
OGPM will create, administer, and secure preliminary data from a customer satisfaction survey relating to the Grants Administration Manual, eGMS, eGMS job aids, instructional videos, and Reach by September 30, 2022 (three targets).	OGPM, in partnership with ORE, administered an IMLS staff customer satisfaction survey relating to eGMS job aids and instructional videos from August 1 to September 6, 2022. Data were gathered that OGPM can use to improve resources for grants administration. The overall response rate was 76%.	The survey generated useful results that we are employing in crafting specific elements of our workplan for FY 2023. The positive scores validated our work, and the suggestions for improvement mirrored what OGPM had identified as next frontiers. We found the survey a very helpful communications tool and are incorporating more surveys into our work for FY 2023.	Met
REVISING INSTRUCTIONS FOR PREPARING FEDERAL FINANCIAL REPORTS AND PAYMENT REQUESTS			
OGPM will complete or update eight SQL Server Reporting Services (SSRS) reports by September 30, 2022.	OGPM completed or updated 14 SSRS reports by September 30, 2022.	This work corresponded to system updates made in eGMS and to new requirements for grants management and reporting. Changes were more numerous than we expected, but we made it our highest priority in order to continue to deliver high quality guidance to eGMS users.	Met
SECURING OMB CLEARANCE FOR NOFOS AND AWARD FORMS			
OGPM will create two new grant performance report forms and secure OMB clearance by March 31, 2022 (two targets).	OGPM created three new report forms representing two OMB clearance numbers: Interim, Final, and Native American Library Services: Basic Grants (NA-B).	Adherence to a rigorous schedule, implementing a series of focused meetings with a working group, and inviting and processing feedback on drafts facilitated timely completion. The final forms incorporate a new element of keywords, which addresses IMLS 2022-2026 Strategic Plan objective 4.3 to increase the efficiency and effectiveness of agency operations.	Met

FY 2022 Target	FY 2022 Actual Performance	Successes & Challenges	Status
OGPM will secure OMB PRA clearances for 100% of the NOFOs for three FY 2022 IMLS discretionary grant funding programs by December 31, 2021.	OGPM secured OMB clearance for the NA-B, Native American Library Services: Enhancement Grants, and Native Hawaiian Library Services by the target date.	Adherence to tight schedules, attention to detail, thorough understanding of new requirements, collaboration with program offices, and a good relationship with OMB supported our ability to generate quality materials that were fully cleared on the first try.	Met
ORE will respond to 90% of PRA reviews within five business days of receipt.	All PRA reviews received initial ORE review within five business days of receipt.	We identified inter-office coordination bottlenecks in finalizing packages for submission to OMB. Improving efficiency in PRA review will be a priority in FY 2023.	Met

4.2 EVALUATING FORMULA-BASED AND DISCRETIONARY GRANT PROGRAMS

As part of IMLS's performance management and reporting, the Agency has a strategic objective to continue to invest in evaluating IMLS grant programs and special initiatives to better understand the historic contributions of our grantmaking and to also provide evidence for refining and improving our future grantmaking. In FY 2022, we conducted or concluded a series of important evaluation efforts, and we laid the groundwork for new investigations in FY 2023.

COMMUNITY CATALYST INITIATIVE (CCI) EVALUATION

As referenced in Section 1.4, ORE completed the CCI project and publicly released all stories, assets, and tools in July 2022. This work also included updating the IMLS website, drafting a press release, and making all new content 508 complaint. The project was extensive in design and findings, and the independent evaluation was completed before the completion of the project. In the future, ORE will plan evaluation timing to occur after project close out. Target met.

OLS PORTFOLIO ANALYSIS

Following a FY 2021 contract extension to January 2022, ORE set as a target to ensure its third-party contractor completed the OLS Portfolio analysis for NLG and LB21 grant programs covering projects funded for FY 2017 through FY 2020 by May 31, 2022. The contractor completed all

activities and provided final deliverables by January 31, 2022. While the target was fully met, the project itself would have benefitted from a clearer scope and expected outcomes in the contract; while it was designed to be experimental in nature, the products delivered were slightly different than the original proof of concept, which made final clearing of documentation to close it out challenging.

OMS PORTFOLIO ANALYSIS

ORE planned to engage and support OMS in creating at least one OMS-generated data product, and with at least one consultation to aid OMS in enhancing their data collection and storage processes by September 30, 2022. This target was not met, as ORE had delays in assigning contracted staff to this project given other priorities and opted instead to ramp up more support to OMS and other offices in FY 2023.

EVALUATION OF FOUR GRANT PROGRAMS SERVING NATIVE AMERICAN, NATIVE HAWAIIAN, AND ALASKA NATIVE COMMUNITIES

IMLS awarded a contract to Kituwah LLC, a Tribally owned and operated organization, to evaluate four grant programs serving Native American, Native Hawaiian, and Alaska Native communities in FY 2021. For FY 2022, ORE set as a target that its project management activities would support Kituwah to complete approximately 75% of its contract activities. The partnership resulted in a renegotiated contract that was signed on September 30, 2022, to extend the timeline and due dates for deliverables. PRA clearance was received in time for Kituwah to develop the universe of survey respondents and begin interviews of federal staff. Target partially met.

IMLS ANNUAL EVALUATION PLANNING

ORE met and exceeded its target of meeting with 90% of all IMLS offices on a quarterly basis to plan new research and evaluation initiatives by meeting with all of them regularly throughout FY 2022. The regularization of these meetings that we began in FY 2021 has greatly improved our ability to coordinate work activities.

4.3 SURVEY COLLECTIONS AND RESEARCH

In FY 2022, IMLS continued activities in its established library survey collections and continued to explore the feasibility of assuming the responsibility of a national academic libraries survey from the US Department of Education. IMLS is also preparing to pilot a new National Museum Survey and hosted quarterly meetings to actively engage the Library Statistics Working Group (LSWG).

PUBLIC LIBRARIES SURVEY

IMLS set and met several targets in FY 2022 across various Public Libraries Survey (PLS) collection cycles and activities on the long-standing survey.

1. ORE opened the new State Data Coordinators (SDC) Discussion Forum in January 2022, which was successful by all accounts.
2. ORE released FY 2020 PLS data documentation and data files on July 21, 2022, and new interactive benchmarking tables (i.e., supplementary tables) on the Agency's Data Catalog by the end of FY 2022, meeting our target.
3. With 97% of 9,207 public library systems in the United States responding to the FY 2021 PLS collection, ORE met its target response rate for the annual collection.
4. ORE successfully completed the FY 2022 PLS data element solicitation for changes to the instrument by conducting a State vote in Winter 2022. We accepted three minor changes to the FY 2022 PLS instrument and received PRA clearance from OMB in the summer. We are currently preparing to open collection in January 2023.

STATE LIBRARY ADMINISTRATIVE AGENCY (SLAA) SURVEY

In FY 2022 IMLS pursued and met targets for the biennial SLAA Survey.

- ORE released [COVID-19 pandemic–related findings](#) from the SLAA survey on June 2, 2022, meeting its June 2022 target.
- ORE planned to have a draft tool reflecting the state-approved FY 2022 SLAA survey instrument built for user testing by the end of FY 2022. ORE received OMB approval for the FY 2022 SLAA Survey on September 22, 2022, and the survey instrument was ready for final user testing by September 30, 2022.
- IMLS successfully hosted quarterly meetings for LSWG in FY 2022, including a hybrid summer meeting in Washington, DC. ORE focused on cultivating at least 80% attendance of members at the four quarterly meetings and achieved over 80% attendance.

OTHER SURVEYS

National Museum Survey (NMS)

ORE successfully scoped the survey with OMS and subject matter experts by February 28, 2022, and completed and reported on one round of quantitative respondent research and one round of qualitative respondent research by July 31,

2022. Successfully meeting these two targets informed the next step for ORE to work with the NMS contractor to develop a sampling plan using a full population frame and draft a questionnaire for a survey pilot by September 30, 2022. The target was partially met, with a first draft of the questionnaire and sampling plan outlined by ORE and the NMS contractor, but contracting challenges prevented finalizing the population frame. A plan is in place to bring the population frame components in house and meet with OMB in the first part of FY 2023 to complete this process. Lessons learned from contracting with a technology company were to engage with them early on to encourage registering to be a federal contractor and more fully developing the scope to avoid contract revisions.

Academic Libraries Survey

Following up from the successful FY 2021 feasibility study, ORE sought to finalize an agreement with the US Department of Education's (US ED) National Center for Education Statistics on the transfer of responsibility for conducting the Academic Libraries Survey to IMLS by June 30, 2022. While this target was not met, ORE laid the groundwork for the formal agreement, which is expected in FY 2023 and will include the IMLS Director submitting a letter to Secretary of Education, as well as communications with US ED to establish the details.

4.4 POLICY DEVELOPMENT, PARTNERSHIPS, AND INTERAGENCY ACTIVITIES

IMLS set and met numerous targets on policy development, partnerships, and interagency activities in FY 2022. IMLS is charged by law with advancing museum, library, and information services through a variety of approaches. In addition to its grantmaking, research, and data collection and analysis, the Agency advises the President, Congress, and other federal entities, develops strategic partnerships, and collaborates with other federal agencies to carry out its mission. The agency can make the greatest impact on the delivery of services when it leverages the knowledge gained from its many different programs and functions. This year, the Agency's policy and interagency activities included supporting COVID-19 pandemic response, information literacy, economic recovery, and infrastructure, and preserving and revitalizing native languages. Examples are highlighted below, and more detail is provided in Sections 1.4, 2, and 5.2.

IMPLEMENT CROSS-AGENCY INITIATIVE TO LEVERAGE MUSEUMS AND LIBRARIES IN PROMOTING VACCINE ACCESS AND CONFIDENCE/COMMUNITY RESILIENCE

The **Communities for Immunity initiative**, jointly funded by **IMLS** and the **CDC** awarded 90 grants during FY 2022 to boost COVID-19 vaccine confidence in communities across the US. By supporting the efforts of museum and library professionals to engage the public with science-based information, the IMLS-CDC initiative stimulated engagement across a broad and diverse set of communities, increased COVID-19 vaccine confidence in the short term, and built the capacity for greater community health/resilience in the long term. The **National Network of Libraries of Medicine** was a partner in the initiative, which was launched with the US Surgeon General. Non-federal partners included the **ASTC**, which implemented the initiative along with the **AAM, ALA, AAAM, ACM, ARSL**, the **ATALM**, and **ULC**. Please see Sections 2.3 and 5.2 for more details.

INFORMATION LITERACY

As referenced in Section 1.4, IMLS implemented direction received on information literacy in the final FY 2022 budget by the end of FY 2022. The Agency announced the Information Literacy Taskforce as part of the **White House Summit on Combatting Hate-Based Violence** in September 2022. We also successfully coordinated a cross-agency Steering Committee and awarded a contract to MITRE Corporation to support the Information Literacy work over the course of FY 2023. The contract will support research into Information Literacy best practices, coordination of a federal Information Literacy Taskforce and non-federal Information Literacy subject matter experts, and development of a prototype website to share best practices and resources with the public.

WORLD INTELLECTUAL PROPERTY ORGANIZATION (WIPO) STANDING COMMITTEE ON COPYRIGHT AND RELATED RIGHTS; IMPACT OF COVID-19

IMLS served on the US Delegations to the 42nd sessions of the WIPO Standing Committee on Copyright and Related Rights. The meeting included substantive discussions on limitations and exceptions for libraries and archives and educational and research institutions, and for persons with disabilities. The Committee reviewed the development and deployment of resources to help countries strengthen copyright limitations and exceptions and related policies in the area of preservation of cultural heritage. In addition, the Committee continued to carry out a workplan to explore the impact of COVID-19 on the cultural, creative, and educational ecosystems.

IMPLEMENTING THE IMLS AND DIRECTOR'S RESPONSIBILITIES UNDER THE 2021 BIPARTISAN INFRASTRUCTURE LAW

IMLS coordinated with the FCC and the National Telecommunications and Information Administration (NTIA) to carry out the statutory requirements and duties of the 2021 Infrastructure Investment and Jobs Act of 2021.

BROADBAND AND DIGITAL INCLUSION

IMLS's policy engagement and partnerships in these areas are described in detail in Section 1.4. For example, IMLS co-hosted a **National Tribal Broadband Summit** with the **US Department of the Interior**, the **White House Council on Native American Affairs**, and other agencies in September 2022 to help remove barriers to digital access and inclusion.

PRESERVING AND REVITALIZING NATIVE LANGUAGES

IMLS entered in a Memorandum of Agreement with the **US Departments of the Interior, Health and Human Services, Agriculture**, and **Education** to support Native languages. This led

to IMLS participation in the Native Languages: Speaking Sovereignty conference, and we look forward to further engagement on a national level. Please see Sections 1.4, 4.5, and 5.2 for more details on IMLS’s engagement with Tribal Nations.

EXECUTIVE ORDER 14084: PROMOTING THE ARTS, THE HUMANITIES, AND MUSEUM AND LIBRARY SERVICES

On September 30, 2022, President Biden signed Executive Order 14084—Promoting the Arts, the Humanities, and Museum and Library Services. The EO articulates a comprehensive policy vision to advance the cultural vitality of our nation; establishes the President’s Committee on the Arts and the Humanities within the IMLS; and sets up mechanisms to integrate the arts, humanities, and museum and library services into policies,

programs, and partnerships throughout the Federal government to tackle the greatest challenges of our time. The EO:

- recognizes not just the intrinsic value of the arts and humanities, but also their essential role in our society and democracy, including civic life, economic opportunity and development, health and wellness, education, equity, climate, and social cohesion, and
- aims to “strengthen our Nation’s democracy, increase civic engagement and public service, bolster social cohesion, and advance the cause of equity and accessibility by lifting up more—and more diverse—voice and experiences through Federal support for the arts, the humanities, and museum and library services.”

4.5 OTHER ACTIVITIES SUPPORTING IMLS’S MISSION

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

EXTERNAL ENGAGEMENT WITH STAKEHOLDERS

Equity Action Plan

In FY 2021, IMLS contracted with the Urban Institute to help evaluate the Agency’s grantmaking policies and processes in order to identify gaps in outreach, inclusion, and service to underserved and/or underrepresented institutions and beneficiaries. IMLS used these findings, reported in FY 2022, to develop and publish IMLS’s *Equity Action Plan*. The first three prioritized activities under this plan provide the

program-related scaffolding necessary to promote equity in the underserved and underrepresented communities served by museums and libraries across the country. Actions #4 and #5 are focused on civil rights and contracting and procurement, respectively. During the remainder of FY 2022, IMLS began to identify first and next steps to operationalize and implement the five sets of actions set forth

in the Equity Action Plan to address identified barriers to equity across our grantmaking and procurement activities.

For example, IMLS's Equity Action Plan's data collection initiative (Action #1) prioritizes applying specific equity-focused data measures to ensure the Agency makes stronger data-supported, equity-focused decision making concerning grantmaking programs and policies.

IMLS launched its first evaluation of its Native American/Native Hawaiian funding programs and completed an evaluation of its Museum Grants for African American History and Culture funding program, "Nurture, Sustain, Expand A Retrospective Evaluation of the Museum Grants for African American History and Culture Program." Please also see the discussion of IMLS's collaboration with the Smithsonian Institution, Museums, and Archives and the Historically Black College and University (HBCU) Initiative: The History and Culture Access Consortium, in Section 5.2.

FY 2022 National Medals

The OD, in collaboration with the OC, coordinated a cross-agency Medals team to host a July 20 hybrid virtual and in person National Medals Ceremony and an August 25 release of the online video highlighting the FY 2022 awardees. The successful in person event of 75 attendees afforded an intimate gathering to celebrate awardees. IMLS leveraged the Agency's experience in 2021 in organizing a fully virtual ceremony due to the pandemic and produced a video to share the ceremony with a broader audience, which resulted in higher social media engagement. As an added benefit, this 2022 National Medals event included recognition for the 2021 awardees. Please see Sections 1.4 and 4.1 for more detail. Targets met.

Empowering Citizens, Empowering Readers Convening

IMLS successfully hosted this hybrid convening on March 1 and 2, 2022. Approximately 70 library professionals, foundation representatives, and researchers attended this hybrid virtual/

in person event. The event offered attendees a chance to learn, share, and network to better disseminate best practices related to literacy. The format encouraged high levels of participation for all learning types. ORE sought to obtain 85% agreement among attendees that they learned something new as a result of this event, and attendee satisfaction survey respondents agreed at a rate of 78% for the first session, 85% for the second session, and 89% for the third session, for an overall average of 84%. For immediate follow-up, ORE began formulating a research agenda based on these external stakeholder engagement interactions around the convening (including planning, the event, the survey, and informal communications) to prioritize three research topics for RFP development. Prioritization was completed in collaboration with OLS and OD in June, just under two months behind the target date of April 30, 2022. This extra time allowed the team to pinpoint important topics that reflect a need in the field and that IMLS can address.

ORE submitted a scope of work to the Director on June 28, 2022, with the three research topics—best practices, geospatial analysis literature review, and New York Public Libraries partnership. Subsequently, IMLS awarded three follow-on contracts to reconvene around reading and library data before the end of FY 2022. In addition, participants and original invitees—some of whom could not attend—were eager to continue engaging on the convening topics. Therefore, IMLS convened two complementary virtual follow-up meetings on September 6 and 13, 2022, to share the results of the March event and hear from a larger group of researchers and practitioners. Although some targets were not met by the deadline, the work exceeded expectations, particularly due to the follow-on work and the awarding of these contracts before the end of FY 2022. Target met.

National Museum and Library Services Board

IMLS held two board meetings in FY 2022: a fully virtual meeting on December 10, 2021, and a hybrid meeting on July 19, 2022. The December 2021 board meeting featured Jonathan Rauch,

who spoke about Information Literacy in the context of contemporary American sociopolitical norms and structures, and the Director, who shared stories from travels to museums and libraries in the Southwest and highlighted workforce development, language preservation, vaccination support, and collaboration with US Customs and Immigration Services on programs for new Americans. The July 2022 board meeting included discussion of successes in CARES Act and ARP Act funding obligations, the REopening Archives, Libraries, and Museums (REALM) Project and Communities for Immunity Initiative, the digital divide, equity, and the roles that museums and libraries play in their local communities as trusted institutions for vaccinations, information, and other community support. Target met.

America250

IMLS had initially planned to repeat last year's successful Conversations with Crosby series by hosting six public sessions with leaders across the museum, library, and arts fields, and to add another target to coordinate with OMS, OLS, and OGC to develop a community of practice of grantees, associations, and foundations. This would be a first step toward the long-term goal of funding projects specific to the **America250 Semiquincentennial** (see more details about this in Sections 1.4 and 5.2). These two goals evolved with the launch of IMLS' America250 initiative, "IMLS 250: All Stories. All People. All Places."

The new external stakeholder engagement target was to host an America250 National Forum series, and IMLS partnered with the American Association for State and Local History (AASLH) through a cooperative agreement to host three National Forum discussions and plan other future other activities. IMLS Director Crosby Kemper engaged museum, library, and arts leaders in deep conversations about American history and the Semiquincentennial, drawing from his dedicated study of American history and civics and his commitment to civil discourse. The first in the series was a *conversation with Dr. Edna Medford* about President Lincoln and

the Emancipation Proclamation at President Lincoln's Cottage in Washington, DC on May 25, 2022. This was followed by a *conversation with Dr. Wilfred McClay* about the Declaration of Independence at President Lincoln's Cottage in Washington, DC on June 21. On September 17, IMLS and AASLH presented a special dialogue with Jeff Rosen of the Constitution Center, "*Voices Shared: A Dialogue with The Honorable Crosby Kemper.*" As an introduction to this discussion, Harvard professor Dr. Danielle Allen shared her thoughts via video on the importance of the Constitution. Additionally, IMLS partnered with the United States Citizenship and Immigration Services (USCIS) to host the *Ellis Island and Kansas City Naturalization Ceremony* on September 7, 2022. Target partially met.

Immigration and Citizenship

In FY 2022, IMLS and the US Customs and Immigration Service (USCIS) signed a renewed Memorandum of Understanding at a ceremony in Ellis Island and held three joint webinars for library and museum stakeholders. Also, as mentioned above under America250, IMLS participated in a Naturalization Ceremony at the National Museum of World War I in Kansas City, MO, on September 7, 2022, and in meetings with refugee groups serving Kansas and Missouri about attracting and encouraging them to make more use of libraries and museums beyond attending classes for the citizenship history test. Please see Section 5.2 for more details. Target met.

Strengthening Nation-to-Nation Relationships (Tribal Consultation and Engagement)

Supporting Tribal museums, libraries, and communities is critical to achieving IMLS's mission and goals. The Agency's performance priorities in FY 2022 were to: (1) promote engagement by hosting a Tribal listening session, (2) develop resources for future consultations, and (3) expand the participation in its sessions. Each of these targets were met. IMLS implemented its **Nation-to-Nation Consultation Plan** (referenced in Section 1.4) as described below.

Tribal and Native Hawaiian Listening Session

IMLS hosted a Listening Session on March 8, 2022, which was structured to inform and seek input from Indian Tribes and Native Hawaiian organizations about an IMLS Evaluation of Native American/Native Hawaiian Grant Programs (see Section 4.2 for more details). The agency was able to engage more than 50 additional Tribes than in prior sessions.

Native Languages Listening Session: Advancing the Interagency Memorandum of Agreement on Native Languages: Promising Practices & Persistent Barriers

On March 17, 2022, IMLS co-hosted a listening session to further advance a Memorandum of Agreement that IMLS entered into with the **US Departments of Interior, Education, and Health and Human Services** to support the preservation of Native languages (referenced in Section 4.4). This listening session focused on the effects of the pandemic and technology/virtual learning on language preservation. IMLS staff subsequently helped plan a National Native Language Summit, held in Oklahoma City on October 4, 2022, and participated in a panel on “Community Strategies and Strategic Approaches to Language Reclamation.”

International Repatriation Consultation

IMLS hosted consultations in partnership with the **US Departments of State and Interior**, as well as the **Smithsonian National Museum of the American Indian** on May 10, 2022, and May 11, 2022, to explore ways to bring together Tribes and international museum representatives to support the international repatriation of Native American heritage. The US works with Tribes on a government-to-government basis and has prioritized support of Tribal stewardship of cultural property that includes international repatriation.

IMLS Native American Library Programs—Change for Greater Flexibility

IMLS strives to carry out programs of financial assistance that are responsive to the needs of

Tribal Nations. On September 2, 2021, the Agency published a Request for Information (RFI) in the Federal Register seeking broad input to assist IMLS in making a determination as to whether and how to modify the eligibility requirements for the IMLS Native American Library Services: Enhancement Grants program (Enhancement Grant). The agency modified the eligibility criteria, as reflected in the FY 2022 Enhancement Grant Notice of Funding Opportunity (published January 5, 2022), to offer greater flexibility to Tribal communities.

National Tribal Broadband Summit

The **Department of the Interior (DOI)** and IMLS partnered with the Departments of **Education, Commerce, Agriculture, and Transportation**, the **Federal Communications Commission**, and the **White House Council for Native American Affairs** on the 2022 National Tribal Broadband Summit that was held on September 13, 20, and 27, 2022. The Summit convened Tribal broadband industry experts to discuss how to make the best use of the Bipartisan Infrastructure Law’s Federal Broadband Connectivity Grant funds for Tribes, and how to plan for the future of wireless networks and digital economies. The Summit provided a platform for leaders across the broadband deployment ecosystem to share best practices, new ideas, and lessons learned from their real-world experience bringing broadband service to Tribal Lands.

National Student Poets Program (NSPP)

The **NSPP** is one of the nation’s highest honors for youth poets presenting original work. A collaboration with the Alliance for Young Artists and Writers, the program strives to inspire other young people to achieve excellence in their own creative endeavors and promote the essential role of writing and the arts in academic and personal success. The NSPP builds upon the Alliance for Young Artists and Writers’ longstanding work with educators and creative teens through the Scholastic Art and Writing Awards, linking the National Student Poets with audiences and neighborhood assets such as museums, libraries, and other community anchor institutions.

IMLS's NSPP team aimed to support student poet connections with at least three libraries or museums during their September to August service year. In FY 2022, IMLS exceeded that target by supporting connections with seven libraries and one museum during their September to August service year, with all five poets evidencing these connections. Early outreach to state libraries and other entities, including ongoing check-ins with the Alliance for Young Artists and Writers, resulted in these connections, which contributed to multiple events for the student poets during their service year. In 2022, the Poets' appointment ceremony was held in person at Planet Word in Washington, D.C., followed by a ceremony at the White House with First Lady Dr. Jill Biden on September 27, 2022. Target met.

Constituent Webinars and Conference Presentations

OMS set and met a target of making presentations to 25 of the known national, regional, state, and other museum associations by September 30, 2022. The office continued to reflect on and develop new approaches and rationale for conference participation and will implement a revised strategy for FY 2023. One

lesson learned from FY 2022 presentations was that a general session on IMLS funding opportunities or awarded grant spotlights is not always the best approach as compared with other or combined participation through booths, one-one one meetings with constituents, specialized focused webinars, or remarks at plenary sessions.

COMMUNICATING THE IMPACT OF MUSEUMS AND LIBRARIES

IMLS also engaged in various communications efforts to support IMLS's mission, disseminate findings, and expand the reach of the Agency's grant efforts. In FY 2022, IMLS released IMLS blog posts, newsletters, and other social media. For example, OC collaborated with OLS and OMS to release 10 grant spotlights, as well as 14 blog posts on topics including bridging the digital divide, the role of cultural institutions in disaster recovery, museums and libraries as places of civic engagement, and supporting Native communities during FY 2022. The Agency can leverage many opportunities to amplify grantee stories in their own voices to demonstrate the value local museums and libraries bring to communities.

FINANCIAL MANAGEMENT AND SERVICES

IMLS met five targets and partially met one target for financial management and services performance in FY 2022.

FY 2022 Target	FY 2022 Actual Performance	Successes & Challenges	Status
Achieve an unmodified opinion in the FY 2021 financial audit with zero auditor findings.	The audit report received November 15, 2022, indicated zero findings.	Audit opinion was unmodified and is included in the AFR. Continuous review of internal controls at all levels of the Agency ensures accurate, timely, and compliant transactions.	Met
OCFO will establish a G-Invoicing account in production by September 30, 2022, to fully implement Governmentwide Treasury Account Symbol Adjusted Trial Balance System (GTAS) for transactions that support Interagency Agreements (IAAs).	OCFO completed user acceptance testing, established system roles and responsibilities, and executed a pilot Interagency Agreement.	Because other federal partners were not ready for full GTAS implementation, IMLS piloted one Interagency Agreement in the system and deferred full implementation until March 2023.	Partially Met

FY 2022 Target	FY 2022 Actual Performance	Successes & Challenges	Status
OCFO will publish the FY 2021 AFR and post it to the website on November 15, 2021.	OCFO posted the FY 2021 AFR on the IMLS website on November 15, 2021.	The AFR was published and posted this on time on the IMLS website and delivered to OMB and Congress. Regular annual meetings kept offices on track.	Met
In the AFR, OCFO will achieve 100% compliance with A-136 requirements relevant to small agencies.	OCFO achieved 100% compliance.	IMLS published the AFR with accurate data that was reviewed as part of the financial audit.	Met
OCFO will submit all USASpending.gov reports in a complete fashion.	OCFO had zero unexplainable reconciliation items for USASpending.gov reports.	All controls checks and edits from the DATA Act Broker upload process were successfully passed.	Met
OCFO will submit all USASpending.gov reports in a timely fashion based on monthly reporting deadlines published by OMB.	OCFO met 100% of all OMB-published deadlines for monthly reporting.	All monthly reporting deadlines were met, including the new required fields such as de-obligation activity.	Met

TOOLS AND MATERIALS TO SUPPORT AGENCY EFFICIENCY

FY 2022 Target	FY 2022 Actual Performance	Successes & Challenges	Status
OGC will review and update, as appropriate, all of IMLS's Ethics Program Policies and Procedures by June 30, 2022.	OGC reviewed all of the Agency's ethics policies and procedures and updated them as appropriate as of April 19, 2022.	To facilitate compliance with the IMLS Ethics Program responsibilities throughout the Agency, OGC successfully documented its Standard Operating Procedures. The many aspects of the Agency's Ethics Program, including all policies and procedures, reports, training materials and counsel, were reviewed by the US Office of Government Ethics, which found the Agency's program in compliance with its ethics responsibilities. Please see IMLS's Ethics Program Inspection Report here .	Met
OGC will provide legal counsel and drafting support to prepare new telework and remote work directives by June 30, 2022.	IMLS posted its new directives on the Agency's intranet site (The Hub) on March 9, 2022.	IMLS published new directives to provide guidance on telework and remote work arrangements.	Met

SECURE AND HIGH-QUALITY IT SERVICES AND AGENCY EFFICIENCY

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

FY 2022 Target	FY 2022 Actual Performance	Successes & Challenges	Status
DELIVER SECURE IT SERVICES			
100% of IMLS staff will complete their annual IT Security Training by September 30, 2022.	All staff completed their annual IT Security training	All IMLS staff successfully completed annual IT Security training by Quarter 1 of FY 2023. Additionally, as part of Cybersecurity Awareness Month (October 2022), OCIO provided advice and resources to educate IMLS staff on the latest threats and to help protect themselves online. OCIO will continue to equip the workforce with up-to-date tools and knowledge to strengthen the Agency security posture throughout FY 2023.	Met
There will be fewer than three acceptable risks identified in the Inspector General Metrics security audit.	For third year in a row, the Inspector General audit report rated IMLS cyber security as "effective," with fewer than three acceptable risks.	OCIO is working toward achieving the level of "managed and measurable" or "optimized" in targeted areas. Enterprise-wide adoption of the Continuous Diagnostics and Mitigation program and other shared services, such as a vulnerability disclosure program and Cloud Log Aggregation Warehouse environment, will enable us to achieve that goal by Quarter 4 of FY 2023	Met
IMLS staff will have a less than 5% phishing test failure rate.	OCIO completed tests throughout the year and staff achieved a less than 5% failure rate.	IMLS Staff successfully passed several phishing exercises with a less than 1% test failure rate during FY 2022. Over the past couple years, phishing awareness among IMLS staff has significantly increased and they were able to identify and report suspected phishing attempts to OCIO.	Met
IMLS will enroll in vulnerability scans through US Department of Homeland Security's Continuous Diagnostics and Mitigation (DHS CDM) program to strengthen IMLS' ability to identify and mitigate cybersecurity risk on an ongoing basis by September 30, 2022.	All IMLS endpoints including laptops, servers, printers, switches, and routers, were enrolled in DHS CDM's vulnerability scan program using Qualys Shared Service.	During FY 2022, IMLS implemented an enterprise-wide view of software/hardware assets and vulnerabilities, as well as Cybersecurity and Infrastructure Security Agency-recommended mitigation strategies. IMLS gained additional intelligence on potential threats that will help us enhance the security posture in the long term. Other significant improvement is the automated data feed to the federal dashboard and to some of the data call reports.	Met
DELIVER HIGH-QUALITY IT SERVICES			
IMLS will re-compete the Agency's IT support contract upon expiration of the existing 8(a) STARS II. IMLS will solicit the RFP by January 21, 2022, with award by April 30, 2022	The IT support contract scope of work and performance report were submitted to the contracting office, and we met our solicitation and award deadlines.	IMLS' initial plan was to re-compete the contract and award it two months prior to the expiration of the then-ongoing contract to allow for transition time. However, OCIO decided to continue with the STARS vehicle for another year, which allowed us to delay the award without affecting actual performance of the IT services. The new award was in place by July 1, 2022, upon expiration of STARS II on June 30, 2022.	Met

FY 2022 Target	FY 2022 Actual Performance	Successes & Challenges	Status
IMPROVE AGENCY EFFICIENCY			
<p>OCIO will develop a pilot leveraging Artificial Intelligence/Machine Learning (AI/ML) to provide insights/analysis for grant application review (second checks) and final award decision phases by July 31, 2022.</p>	<p>OCFO initiated discussions with program office heads to prioritize this phase two use of AI/ML for grant application review. Program offices decided on two different priorities for phase two. The first was to continue refinement of the First Checks process developed in FY 2021, with a focus on development of a First Checks spreadsheet and rules document to govern each program. The second was to add a section to select keywords in Final Performance Reports and, beginning in Quarter 3 of FY 2022, in applications. Program staff developed keywords to simplify the entry process and improve analytic utility.</p>	<p>First check automation using AI/ML has matured significantly in the FY 2022 and has saved significant staff hours by making pass/fail checks quicker. It gave program staff more bandwidth and time to focus on the parts of the process that needed their subject matter expertise. The AI tool helped eliminate human error on some completeness and eligibility checks and also helped the staff to rethink the first check process and tighten the workflow.</p>	<p>Partially Met</p>
IT RELATED FUNCTIONS AND MOBILE COMMUNICATIONS			
<p>OCIO will operationalize Qualtrics as the primary survey tool by September 30, 2022.</p>	<p>Qualtrics was successfully deployed by September 30, 2022, as a primary survey development platform.</p>	<p>IMLS kicked off its survey platform modernization by transitioning its biennial State Library Administrative Agencies Survey from a legacy .NET-based application to a low-code configurable Qualtrics platform that is Federal Risk and Authorization Management Program certified. This platform will be leveraged to create other external and internal surveys in Quarter 3 of FY 2023. Having robust analytics tools and an intuitive drag-and-drop interface, Currently, Qualtrics provides everyone in IMLS the ability to develop surveys and generate reports faster with less reliance on IT experts.</p>	<p>Met</p>
<p>OCIO will transition to TEAMS-based phones, upgrade iPhones, and refresh laptops by September 30, 2021.</p>	<p>OCIO completed transition to TEAMS based phones, upgraded iPhones, and refreshed laptops on September 30, 2021.</p>	<p>Transition to TEAMS based phones provided an integrated platform for IMLS staff to collaborate on documents, share files, make phone calls, and chat with internal staff as well as approved external entities. Upgraded iPhones to 11 and replaced MS Surface with Dell laptops. The new laptops have better performance and provide more computing power to IMLS staff.</p>	<p>Met</p>

EMPLOYEE ENGAGEMENT, HEALTH, AND SAFETY

Diversity, Equity, and Inclusion Accessibility (DEIA) Strategic Plan

The Agency submitted IMLS's FY 2022–2026 DEIA strategic plan to OMB by the January 20, 2022, deadline, and finalized it based on OMB comments by the deadline of March 23, 2022. With the support, commitment, and leadership of Director Crosby Kemper, the DEIA Council collectively planned, tailored, and developed this plan to ensure that IMLS represents a workplace of respect, belonging, and fairness for all employees at every level within the Agency. OHR is using this plan to develop recruitment and hiring targets for the FY 2023 APR. Target met.

Implement Executive Orders 13987 (Unified and Effective COVID Response) and 13991 (Safe Federal Workplace)

OGC provided legal guidance and drafting support to the IMLS COVID-19 Coordination Team to develop operational guidance and procedures, following the government-wide deadlines. In accordance with updated guidance issuances from CDC and the Federal Safety Workforce Task Force, the Agency's COVID-19 Coordination Team released two revised versions of IMLS's Workplace Health and Safety Plan in April and September 2022 to ensure all agency protocols and procedures are clearly delineated and up-to-date. Targets met.

5

SECTION 5

Other Information

5.1 MAJOR MANAGEMENT PRIORITIES AND CHALLENGES

Please see Section 4 for details on progress made in these areas. IMLS management and programmatic issues and risks include the following:

Cybersecurity and Information Management

In a hybrid work environment (remote, telework, and in-office), the complexities of protecting the Agency's IT infrastructure increase significantly. Further, effective information management in such an environment necessitates skills and tools that we are incorporating into our workforce.

Responding to Increasing Community Needs

Given IMLS's effective surge in pandemic response support through initiatives and awards, which require servicing and monitoring for up to five years, the Agency is innovating to generate additional capacity.

PERSONNEL

Competing for personnel within a highly competitive job market has been challenging for IMLS.

TRANSITIONS

IMLS has a Presidentially appointed, Senate-confirmed Director who serves a four-year term. The frequency of these leadership transitions has an effect on the Agency. Programs with lifespans

of four to five years can be out of alignment with emergent changes in the strategic direction of the Agency from the Director and Presidential Administrations. IMLS endeavors to balance achieving and tracking results while also shifting resources to focus on new programs.

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

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

5.2 CROSS-AGENCY COLLABORATIONS

IMLS makes awards to the museum sector and library fields. However, we also engage in high-level strategic work and focused initiatives across the Agency, and in FY 2022, we made the most of all our resources through intra-agency collaboration.

PANDEMIC RESPONSE

Communities for Immunity

Please see Sections 2.3 and 4.4 for details on the Communities for Immunity project.

Equitable Long-Term Recovery and Resilience for Social, Behavioral, and Community Health

IMLS engaged with over 28 federal agencies and departments as part of an interagency workgroup in the development of a Federal Plan toward **Equitable Long-Term Recovery and Resilience for Social, Behavioral, and Community Health** (ELTRR). Led by the **US Department of Health and Human Services**, the purpose of the project is to present actionable recommendations to align federal activities into a high-level plan, outlining strategies to improve vital community conditions, support individual and community recovery from the impacts of COVID-19, and positively impact health and wellbeing over the next ten years.

NATION-TO-NATION ENGAGEMENT WITH TRIBES

White House Council on Native American Affairs

IMLS actively supports and participates in committees of the White House Council on Native American Affairs (WHCNAA).

Interagency Cooperation

IMLS has ongoing engagement with the National Telecommunications and Information Administration (NTIA), the Federal Communications Commission (FCC), and other federal partner agencies to facilitate broadband support for Tribes, including Tribal libraries, as mentioned in Section 1.4.

AMERICAN BROADBAND INITIATIVE

As referenced in Section 1.4, IMLS is a critical partner in the Administration's **American Broadband Initiative**, designed to identify and remove barriers to broadband access and digital resources. In collaboration with the **Departments of Interior** (DOI), **Education, Commerce, Agriculture, and Transportation**, the **Federal Communications Commission** (FCC), and the **White House Council for Native American Affairs** (WHCNAA), IMLS has hosted an annual National Tribal Broadband Summit since 2019. Please see Strengthening Nation-to-Nation Relationships (Tribal Consultation and Engagement) in Section 4.5 for more details on the Summit.

HBCU CONSORTIUM

IMLS is collaborating with the Smithsonian's **National Museum of African American History and Culture** (NMAAHC) to provide training, mentoring, and support to the next generation of museum, library, archives, and academic professionals from population groups that have been underrepresented in these fields. NMAAHC, in partnership with five Historically Black Colleges and University (HBCUs), has created the History and Culture Access Consortium (HCAC) to strengthen member archives and museums and to bring their rare and unique collections into the public eye. IMLS contributions to HCAC support intensive professional training and leadership development for emerging museum, library, archives, and academic professionals from traditionally underrepresented groups via internships and fellowships. IMLS will also evaluate the effectiveness of the consortium as a model that can be successfully expanded to other HBCUs, and will document lessons learned from the design of the internships and fellowships for field dissemination.

NATIONAL BOOK FESTIVAL

Through charter sponsor support to the **Library of Congress**, IMLS contributed funding to the first in-person edition of the National Book Festival since 2019. The September 3, 2022, event in Washington, DC, included author conversations, *one of which was facilitated* by IMLS Director Crosby Kemper. In addition to sponsoring the History and Biography stage, IMLS sponsored and participated in the Roadmap to Reading, where staff volunteers and state representatives engaged with thousands of attendees throughout the day. A cooperative agreement with the Chief Officers of State Library Agencies secured travel support for a state library representative and/or an affiliate of the Library of Congress's Center for the Book in each state, the District of Columbia, Puerto Rico, and the US territories to participate in the festival.

IMMIGRATION AND CITIZENSHIP

Since 2013 IMLS and the **US Citizenship and Immigration Services** have supported cross-cultural understanding and learning opportunities by sharing information with libraries and museums on citizenship rights and responsibilities through webinars and other opportunities and materials. Please see Section 4.5 for more details.

PRESERVATION, DISASTER PLANNING AND RESPONSE

Save America's Treasures

As mentioned in Section 4.1 above, IMLS partners with the **National Park Service**, the **National Endowment for the Humanities**, and the **National Endowment for the Arts** to support **Save America's Treasures**, a grant program designed to preserve and protect nationally significant historic properties and collections throughout the country. Congress appropriates funding for the Save America's Treasures grants from the Historic Preservation Fund, which uses revenue from federal oil leases to provide a range of preservation assistance without expending

tax dollars. In FY 2022, the program awarded 80 grants in 32 states and the District of Columbia, totaling \$24.25 million. IMLS will manage 41 of these awards that support collections preservation, totaling \$8,309,796.

Department of Interior Technical Assistance

The **Recovery Support Function Leadership Group** (RSFLG) is a federal interagency body established to improve the effectiveness and unity of effort in coordinating federal support to help communities recover from a disaster. IMLS is a supporting organization and participates in one of six Recovery Support Functions (RSFs): Natural and Cultural Resources (NCR). The NCR RSF brings together a variety of federal agencies under the leadership of the Department of the Interior to support the protection of natural and cultural resources and historic properties through appropriate response and recovery actions. In August, IMLS traveled to Puerto Rico with other federal agencies to make presentations and share information about federal funding opportunities and the application process for cultural organizations on the island.

Cultural Heritage Coordinating Committee

IMLS is partnering with 11 other agencies, including the **US Departments of State, Defense, Homeland Security, Interior, Justice, and Treasury** to strengthen the ability of the Federal Government to protect and preserve cultural property at risk from instability, natural disasters, and other emergencies and threats. Representatives from IMLS's Offices of Museum Services and Library Services and Office of the General Counsel participate in meetings and working groups associated with this effort. More information is available on the [Cultural Heritage Coordinating Committee \(CHCC\)](#) website. IMLS is focused on supporting a partnership between the CHCC and the Cultural Heritage Center at the Penn Museum to expand the recruitment of museum professionals to support law enforcement needs with respect to art and artifact trafficking.

AMERICA250

As discussed in Sections 1.4, **America250** is a multi-year effort to commemorate the 250th anniversary of the founding of the United States. The Semiquincentennial Commission Act of 2016, as amended, established a Commission of public and private partners to plan, encourage, develop, and coordinate commemorative activities that will culminate on July 4, 2026, but also build community infrastructure for the future. IMLS Director Crosby Kemper serves as an ex-officio member of the Semiquincentennial Commission. IMLS partnered with the **American**

Association for State and Local History (AASLH) through a cooperative agreement to host three National Forum discussions and plan other future other activities. Director Kemper engaged museum, library, and arts leaders in deep conversations about American history and the Semiquincentennial, drawing from his dedicated study of American history and civics and his commitment to civil discourse. Please see Section 4.5 for more details on the National Forum discussions and other activities.

5.3 EVIDENCE BUILDING

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

With IMLS's transition from the Performance Accountability Report to the APR in FY 2019 came an opportunity to introduce a new performance measurement baseline from which to build the Agency's performance measurement work. The FY 2022 APR continues to showcase IMLS's progress using this new performance framework, also highlighting how IMLS continues to carry out its mission objectives. The effort to continuously improve persists: FY 2022 represented the first year of IMLS's new strategic plan, and this APR has outlined the goals and priorities of the Agency, with performance measures aligned to its strategic objectives.

In building and sustaining a robust evidence base, IMLS continues to invest in efforts that blend performance measurement with ongoing monitoring of the grant programs' portfolios and systematic evaluations of the Agency's signature grant programs. Doing so involves mixing the expertise and resources of our staff and third parties, including enhancing the Agency's federal statistical collections and independent research studies.

As one outgrowth of the new 2022–2026 Strategic Plan, IMLS is preparing to launch its first Learning Agenda in FY 2023. This endeavor builds on a longstanding focus to ensure all evidence-building activities remain meaningful and useful to IMLS's staff and those outside it. This commitment includes, but is not exclusive to, ongoing quarterly meetings of executives and managers to assess progress of key performance measures toward their intended targets.

5.4 IMLS HYPERLINKS

1. IMLS Website: www.ims.gov
2. Strategic Plan FY 2022–2026: <https://www.ims.gov/about-us/strategic-plan>
3. Public Libraries Survey (PLS): <https://www.ims.gov/research-evaluation/data-collection/public-libraries-survey>
4. Public Library Search and Compare Tool: <https://ims.gov/search-compare/>
5. State Library Administrative Agency (SLAA) Survey: <https://www.ims.gov/research-evaluation/data-collection/state-library-administrative-agency-survey>
6. Publications: <https://www.ims.gov/publications>
7. Awarded Grant Search: <https://ims.gov/grants/awarded-grants>
8. National Medal for Museum and Library Service: <https://ims.gov/our-work/national-medal-museum-and-library-service>

5.5 DATA VALIDATION AND VERIFICATION

For FY 2022, the IMLS Chief Financial Officer certified the performance data contained in the report as complete and reliable, as required by the GPRA Modernization Act of 2010. IMLS management is responsible for establishing and maintaining effective internal control systems that meet IMLS's performance measurement objectives. For FY 2022 performance reporting, IMLS underwent a systematic process to draft annual timeliness or quality performance targets, identified evidence sources the Agency would use to document the status of their targets, and gathered data at quarterly APR check-in meetings from each office that was reviewed and approved by leadership.

IMLS required accurate data to assess Agency progress toward its strategic and performance goals and to make good management decisions, and IMLS's performance data reflects information collected throughout the year. Although the information herein has not been subject to a formal validation process, it has been reviewed for accuracy by IMLS leadership. IMLS staff pulled evidence of success and progress from various sources, including emails to and from IMLS staff and stakeholders, agendas and minutes, publication and approval dates, metrics from analytics tools, website postings, professional development attendance lists, customer satisfaction and meeting evaluation survey forms, and signed agreements.

IMLS has put into place a process to further improve performance measurement in FY 2023 by beginning planning early in the year and focusing on alignment with and realization of IMLS's 2022–2026 Strategic Plan. IMLS recognizes the importance of establishing and maintaining adequate controls over its programs and administrative functions. Management continues to evaluate and modify existing controls—and establish new ones as appropriate—to ensure accountability of federal funds and resources.