



Annual Performance Report

FISCAL YEAR 2023

February 2024



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Message from the Director



2023 has been a year where we have been productively engaged in completing, or moving to completion of, some major and, I hope, strategic efforts of the IMLS. IMLS continues to navigate the impacts of COVID-19 to the nation's cultural institutions with efforts such as the launch of the first federal museum survey (pilot phase), IMLS's first Learning Agenda, and IMLS's Information Literacy initiative.

In FY 2023, two board meetings were held with our incredible and dedicated board members. Our first board meeting of the year was held in December 2022, where we heard from scholar Danielle Allen, and the second in July 2023. July also was when the 2023 National Medal for Museum and Library Service award ceremony took place, where First Lady Dr. Jill Biden and I presented the National Medals to a stellar group of awardees.

We have satisfactorily navigated the financial management of the American Rescue Plan (ARP) and Coronavirus Aid, Relief, and Economic Security (CARES) Acts monies, and being regularly good stewards of the taxpayer funds, spent 99.80 percent of our allotted \$250 million. This is, under the very exigent circumstances, a tribute to the ongoing fiscal responsibility, efficiency, and prudence of our agency.

The reestablishment of the President's Committee on the Arts and the Humanities (PCAH) by President Biden in September 2022 is a momentous demonstration of the importance of culture in our country. Locating it in IMLS is an important recognition for us. The Committee held two exciting meetings in 2023, including one at the White House, and we look forward to more engagement in 2024.

As part of our own continued IMLS 250 activities, we partnered with PBS Books and Detroit Public Television to create a streaming series called "Visions of America." Current analytics show that viewer engagement on social media doubled from the first to second conversations. Here are a few viewer comment highlights from "Visions of America":

- "Hard to watch without a few tears...We came in 1969, I was 9 years old and vividly remember La Torre de la Libertad. Thank you, USA, for allowing me to know the meaning of Freedom!"
- "It would be wonderful to show this documentary on the PBS TV channel. Are there any plans of doing it??"
- "Will this be archived for further viewing? My two sons could not join today. Thank you!"

Congress has given us the responsibility of developing a federal Information Literacy Taskforce focused on the trusted local institutions we serve to reinforce their existing community information networks and best practices of civic institutions. In response to both Congress and the White House, IMLS is working to launch a community-centered program to address misunderstandings and support literacy and education in many areas, from finance, health, and climate to civic engagement and public safety. We are looking to launch this initiative in 2024.

We continue to focus on literacy itself and understanding how the library and museum worlds are key players in the informal support for reading and the importance of reading as the necessary skill for

social mobility and participation in the information economy. Building on the 2022 convening with the New York Public Library, we partnered with the New York Public Library again in September 2023 to focus on the equity aspects of reading and how to cross the various divides. Our Office of Research and Evaluation and its research efforts are key components. Coming out of the pandemic, and being very aware of the huge and deeply inequitable learning losses from it, we emphasized the importance of reading and literacy for libraries as the primary informal support for both, and the need for more research and professional engagement. Our own research is now a Learning Agenda that is organized around actionable learnings to three research and evaluation priorities: child reading literacy, future of museums, and equity grantmaking. Each strives to establish and advance credible, relevant, and actionable information to better meet the needs of our nation's museums and libraries and their communities, especially those in underserved locales.

As for our work with the museum field, the National Museum Survey (NMS) pilot, launched in August 2023, will complement our Public Library Survey, and we hope it will be a demonstration of the economic, cultural, and civic importance of museums. A beta version of the NMS will be available very early in 2024. It will be a tremendous tool for the museum world, for all the cultural agencies, for education and advocacy of the public, for informing Capitol Hill and the White House, and for demonstrating to the media and the nation the deep impact our institutions have on the economy and our culture. With the work we have done with our Museums for All program (offering free and discounted admission to families) and the Museums for Digital Learning program (engaging school districts, teachers, and students at the curricular level with collections and exhibits), we believe that the importance of museums for education and providing cultural resources across our divides will be nationally demonstrated and recognized. Also, our Office of Museum Services staff implemented a publicly accessible online scheduling service for potential grant applicants for counseling calls with our programs specialists to discuss museum grant opportunities. In 2023 our staff conducted an incredible 718 calls, totaling 359 hours, with callers from 49 states, Puerto Rico, and the District of Columbia.

Our partnership as a charter sponsor of the National Book Festival (Washington, DC) with the Library of Congress in August 2023 brought over tens of thousands of book and culture lovers together with some great literary figures. Also, in August we announced five high school students from across the country who were chosen from among thousands of award-winning poets to serve for a year as National Student Poets, the nation's highest honor for youth poets presenting original work. In November 2023 our student poets were warmly and graciously greeted in the White House with an eloquent talk on writing by our First Lady, Dr. Jill Biden. Readings from each of the poets were featured, facilitated by author and poet Cleo Wade.

As my end of tenure approaches in January 2024, I reflect with pride on the vast number of IMLS accomplishments. I am grateful for the opportunity to personally thank so many dedicated members of the IMLS Leadership Team and Board Members at this past December's board meeting in Phoenix, Arizona. I continue to value the support I have received over my time at IMLS from current and former board members. My tenure at IMLS has been a whirlwind in a time of crisis, but also with joy with so many good people and good ideas to work with. What we do here at IMLS has some ultimate civilizational value, truly inspirational and aspirational.

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.

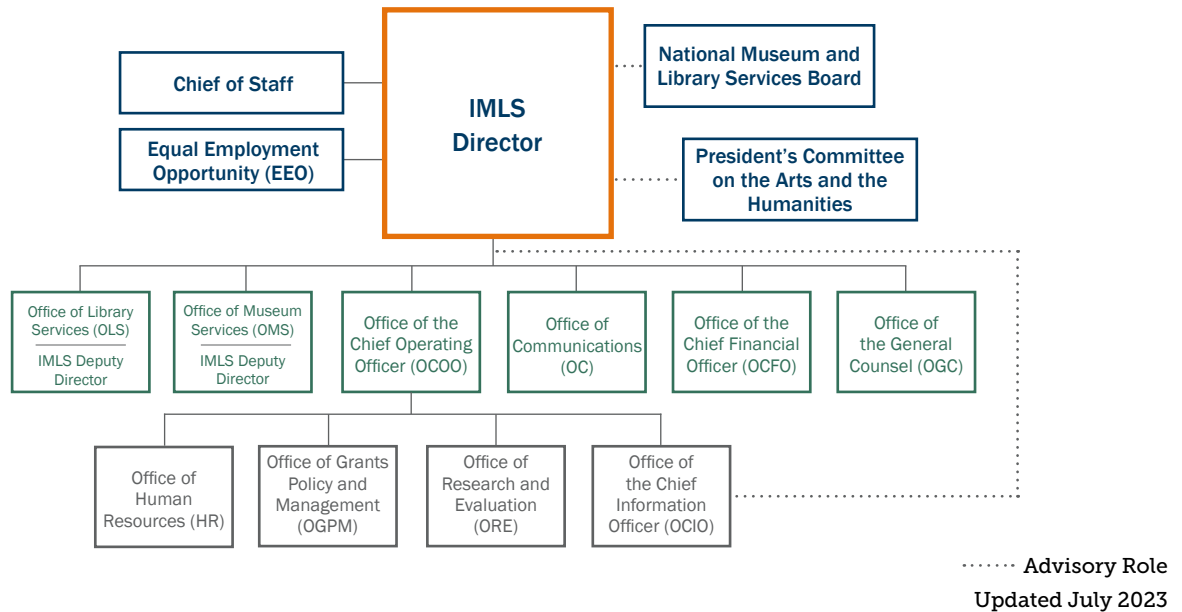
IMLS was created with the passage of the Museum and Library Services Act of 1996, which was reauthorized on December 31, 2018. The Agency has statutory authority to award financial assistance, collect data, form strategic partnerships, and advise policymakers and other federal agencies on museum, library, 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) 2023, IMLS produced an Annual Financial Report (AFR), and is producing this FY 2023 Annual Performance Report (APR). The Agency is posting both reports on the IMLS website, www.imls.gov.

1.2 ORGANIZATIONAL STRUCTURE



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 strategic plan for FY 2022–2026 that was published in February 2022. This 2023 APR reports on these 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 several 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, and IMLS continued and expanded this work in 2023 with additional Congressional direction. 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 American Latinos. 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 2023, IMLS utilized an appropriation of \$4 million to begin this work by funding eight awards as part of the American Latino Museum Internship and Fellowship Initiative (ALMIFI), a new program designed to provide opportunities for internships and fellowships at American Latino museums for students enrolled in institutions of higher education, including Hispanic-serving institutions. The initiative nurtures students carrying out studies relating to American Latino life, art, history, and culture.

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 4.4 and 5.2 of this report, IMLS co-hosted an annual National Broadband Summit from 2019 to 2022 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 summits 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.

Additionally, IMLS entered into its first **Memorandum of Understanding (MOU) with the FCC** in 2022. The MOU, which aimed 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.

US 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 4.4 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 and 5.2 of this report for details on how IMLS carried out this vital engagement in 2023.

PRESIDENT'S COMMITTEE ON THE ARTS AND THE HUMANITIES

The President's Committee on the Arts and the Humanities (PCAH) was established by an [Executive Order Promoting the Arts, the Humanities, and Museum and Library Services](#) in September 2022, and is administered at IMLS. PCAH, an advisory body to the president on cultural policy, held its first meeting virtually at the end of July to orient the newly appointed committee to its work ahead. The First Lady hosted PCAH at the White House for its second meeting in September, where agency principals from IMLS, National Endowment for the Humanities (NEH), and National Endowment for the Arts (NEA) had an opportunity to share out on major objectives. Committee members spent the majority of their time over the two-day meeting discussing a range of potential programmatic recommendations that targeted thematic areas that are pressing to the arts and humanities fields. Formal recommendations will be made in FY 2024, as a precursor to the continued work of the committee.

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 4.3 of this report for details on the Agency's new Learning Agenda, which prioritizes equity.

COMMUNITY DEVELOPMENT AND CIVIC ENGAGEMENT

National Strategy to Counter Antisemitism

IMLS supports the Administration's deep commitment to combatting various forms of hate, including engaging with agencies on a [National Strategy to Counter Antisemitism](#). In 2023, IMLS participated in interagency conversations and contributed key [actions](#) to the strategy; these actions are in motion, and will be implemented in FY and CY 2024.

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 was 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.

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 30 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 2023 National Medal recipients were:

Libraries	Museums
Kuskokwim Consortium Library (Bethel, AK)	Center of Science and Industry (COSI) (Columbus, OH)
LA County Library (Los Angeles, CA)	Jim Gatchell Memorial Museum (Buffalo, WY)
Long Branch Free Public Library (Long Branch, NJ)	Museum of Discovery and Science (Fort Lauderdale, FL)
Toledo Lucas County Public Library (Toledo, OH)	Riverside Art Museum (Riverside, CA)

The 2024 National Medals nomination was posted in late June 2023, and we look forward to a celebration in summer 2024. Please see Sections 4.1 and 4.5 of this report for more details.

SECTION 2

IMLS Response to COVID-19

During FY 2023, State Library Administrative Agencies (SLAAs) continued to submit reports on funds distributed in FY 2021 from the **Coronavirus Aid, Relief, and Economic Security (CARES) Act**, Pub. L. 116-136 and the \$178 million in funding from the **American Rescue Plan (ARP) Act**, Pub. L. 117-2.

State libraries in 11 states as well as the Chief Officers of State Library Agencies (COSLA) participated in videos discussing their 5-year plans, stimulus funds, and the overall program; videos posted to date can be viewed on [IMLS's YouTube site here](#).

2.1 AMERICAN RESCUE PLAN (ARP) ACT

To report out on the impact of IMLS's largest grant program, Grants to States staff analyzed final reports from 2021 stimulus funding as of September 30, 2023. At \$178 million in ARP Act funds, it was the largest single infusion in the program's history, with spending priorities around digital inclusion efforts, rapid emergency relief to libraries, and other pandemic-related library services. Of the 45 (out of 59) SLAAs with accepted reports by the end of the fiscal year, the 1,209 reported projects pointed to an emphasis on connectivity as well as helping libraries safely reopen their physical spaces or create new programming spaces outside. Ninety percent of the projects involved direct funding to communities, with SLAAs disseminating 4,650 discrete subawards. Across all projects, SLAAs reached at least 16,940 libraries of all types. SLAAs and their subrecipients used funds to purchase at least 6,800 hotspots, 14,300 devices, such as laptops and tablets, as well as 120 library vehicles to reach remote users, including bookmobiles, vans, and book bikes outfitted with hotspots. The ARP grants continued the new approaches for the Grants to States program that began with CARES Act. SLAAs found creative ways to reach museums and Tribes, in addition to traditionally eligible libraries, and while not all had the flexibility to do so, as of September 30, 2023, eight states reported reaching at least 195 museums with their ARP grantmaking, and 11 states had reported reaching at least 31 Tribes.

- With Grants to States ARP Act support through a Utah subgrant, [Tooele City Public Library](#) hired temporary staff members to provide digital skills classes and one-on-one tech tutoring. Many participants were seniors who had to make a wholesale leap to new technology platforms during the pandemic. They benefited from the program's grounding in adult learning psychology as well as instructors' flexible approaches and willingness to revisit the basics. Nearly everyone who participated in this program had transformative experiences and confidence gains, and the Utah State Library is looking to spread it to other libraries in the state.
- Using Grants to States ARP Act funding, the [New Jersey State Library](#) scaled a health access program that was started at East Brunswick Public Library to help foster equitable outcomes during the pandemic and beyond. East Brunswick Public Library disseminated tablets with access to multilingual

health information to over 150 interested partner libraries throughout the state. They also trained 190 librarians to assist patrons navigating the health care information on the tablets, which included telemedicine apps, webpages for doctor appointments, links to COVID-19 information, and other high-quality health literacy resources. The ultimate goal was to help community members navigate understandable information to make informed choices about their health.

- In [America Samoa](#), Grants to States ARP Act funding supported a social emotional learning program in schools that was originally developed for children in quarantine. Launched the year prior with IMLS CARES stimulus funds, the program continued reaching schools that requested the additional support. It extended virtual library programs by teaching children how to recognize and manage difficult emotions during the pandemic, which is a consideration for longer term success in school, home, and the larger community. Many commented on the impact of this virtual offering, which resonated not only with the target audience of children, but parents as well.
- Using Grants to States ARP Act funding, the [State Library of Ohio](#) supported outdoor storywalks in three communities: the Fairfield County District Library, the St. Clairsville Public Library, and the Stark County District Library. At a time when the COVID-19 pandemic saw many libraries and institutions reduce access to physical buildings or close altogether, it became important for libraries to find ways to connect with communities and promote literacy outside of their traditional physical locations. Storywalks, which mount the separate pages of a book at some distance from each other, became an effective means to that end and often opened new opportunities for partnerships.
- In [Alabama](#), Grants to States ARP Act funds supported a pilot hotspot lending project targeted to 42 public libraries. Most of these were located in the Black Belt area of the state, characterized by high rates of poverty and low rates of household broadband access. To help address this digital divide, the Alabama Public Library Service distributed 144 hotspots to the libraries for patron checkout, which logged a total of 124.57 TB of data (equivalent to over 40,000 hours of video streaming). For some of the patrons, the hotspots provided their only link to home internet access. Based on the success of this pilot project, Alabama applied for and received an IMLS discretionary ARP Act grant ([ARPML-250582-OMLS-22](#)) to expand the program to 30 additional public libraries.
- With Grants to States ARP Act support, the [Maryland State Library Agency](#) funded mobile vehicles for 14 library systems, some of which were procuring them for the first time. The pandemic and library building closures underscored the utility of outreach vehicles to provide Wi-Fi and library services, especially in rural counties in Western Maryland (Appalachia), the Eastern Shore, and Southern Maryland. ARP Act funds supported the purchase of four 30-foot vehicles, nine sprinter vans, one motorized bicycle, and the refurbishment of an existing vehicle. Before ARP Act funding, the county population served by mobile libraries was 45 percent (2,719,412), and after ARP Act funding, 82 percent of Marylanders (4,956,919) lived in counties providing mobile services, an increase of 182 percent.

SECTION 3

FY 2023 Progress Toward Goals 1 through 3

This FY 2023 APR 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 2023 to support each objective and highlighting evidence reported by Grants to States grantees in FY 2023 for 2021 activities. Section 4 highlights IMLS's success in meeting key performance measure targets in FY 2023, presenting the highest-level outcome-oriented measures and information available for Goal 4.

IMLS GRANTMAKING

IMLS performed its mission by making awards through its annual cycle of formula-based and discretionary grant programs. In FY 2023, 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 2018 – FY 2023 Grants and Cooperative Agreements

Total Awards by Category*	FY 2023 awards / applicants	FY 2022 awards / applicants	FY 2021 awards / applicants	FY 2020 awards / applicants	FY 2019 awards / applicants	FY 2018 awards / applicants
Grants to State Library Administrative Agencies (LSTA Formula Grant)	59 / 59	59 / 59	59 / 59	59 / 59 †	63 / 63	63 / 63
National Leadership Grants—Libraries ‡	36 / 65 / 128	44 / 78 / 139	39 / 94 / 172	42 / 85 / 155	50 / 83 / 155	79 / 187 / 323§
Laura Bush 21st Century Librarian Program ‡	33 / 71 / 123	34 / 61 / 104	39 / 71 / 127	37 / 65 / 113	32 / 45 / 96	42 / 53 / 174
Accelerating Promising Practices for Small Libraries	Not offered in FY 2023	Not offered in FY 2022	Not offered in FY 2021	19 / 51	30 / 144	Special funding opportunity launched
Native American Library Services: Basic Grants (non-competitive)	144 / 144	118 / 118	172 / 172	172 / 175	188 / 188	179 / 179
Native American Library Services: Enhancement Grants	29 / 31	23 / 27	24 / 28	23 / 37	21 / 33	21 / 31
Native Hawaiian Library Services	3 / 4	6 / 8	3 / 6	3 / 8	3 / 3	3 / 4
National Leadership Grants—Museums	22 / 52	20 / 50	18 / 79	19 / 67	15 / 78	31 / 166§
Museums for America	122 / 279	120 / 320	125 / 394	109 / 345	112 / 449	133 / 472
Museum Grants for African American History & Culture	34 / 72	36 / 49	24 / 72	22 / 58	14 / 37	26 / 40
Museums Empowered#	19 / 53	20 / 49	22 / 63	21 / 56	18 / 62	27 / 110
Native American/Native Hawaiian Museum Services	35 / 39	25 / 30	26 / 34	21 / 28	18 / 29	22 / 31
Inspire! Grants for Small Museums#	77 / 234	59 / 218	60 / 301	60 / 230	30 / 202	Special funding opportunity launched

Total Awards by Category*	FY 2023 awards / applicants	FY 2022 awards / applicants	FY 2021 awards / applicants	FY 2020 awards / applicants	FY 2019 awards / applicants	FY 2018 awards / applicants
American Latino Museum Internship and Fellowship Initiative*	8 / 22	Special funding opportunity launched	N/A	N/A	N/A	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 2023, 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 248 discretionary grants totaling \$37.7 million with awardee match of \$28.1 million in support of Goal 1.

Objective 1.1: Highlights from Projects Awarded in FY 2023

DuPage Children’s Museum will conduct an in-depth, iterative evaluation of the museum’s Questioners traveling exhibit and create a permanent 2,000 square-foot, bilingual Questioners exhibit along with related programming that promotes inclusivity and ignites children’s interest in mathematics, science, engineering, and architecture. The exhibit and programming also will help reduce the impact of socioeconomic disparities that are known to discourage underrepresented and underserved populations from pursuing their interest in STEM fields. The exhibit and its related programming will feature characters, activities, and challenges from bestselling children’s books. The museum will coordinate exhibit design and fabrication with community partners

The Living Arts and Science Center, in partnership with other organizations serving residents of the East End and North Lexington

neighborhoods in Lexington, Kentucky, will implement the Community LEAD (Learning, Engagement, and Development) Labs project. The project will expand capacity to address the needs of low-income families by increasing access to and use of the museum's Maker Space and Innovation Lab. In addition, the project will develop programs for those spaces throughout the year that engage children, teens, and adults in exploration, project-based learning, and collaborative problem solving. It also will develop a program to involve teens in weekly hands-on career exploration activities and integrate new activities into existing programs, including an afterschool program for middle school students, field trips for elementary and middle school students, and badge-earning workshops for Girl Scouts.

In response to the need for new presentation platforms, the [Eastern Shawnee Tribe of Oklahoma \(ESTO\)](#) will launch the Communication for Healing During COVID-19 project. The Tribe will digitize collections and archival resources, preserve elders' stories and interviews, and develop a virtual exhibit to create a living timeline of Eastern Shawnee history. The resources will be accessible in the George J. Captain Public Library, the Tribe's online library, and the Eastern Shawnee Tribe of Oklahoma Museum. The exhibits will also be shared through open-source media such as Facebook and the Tribal website. The project will strengthen ESTO's museum services by promoting technology to enhance and sustain cultural heritage and engagement. The Eastern Shawnee Tribal community will experience a stronger connection to its own history, culture, and traditional language.

The [Natural History Museum of Los Angeles County](#) will design and fabricate the La Brea Tar Pits Mobile Museum to provide kindergarten to 2nd grade students with hands-on, immersive experiences based on its Ice Age fossil collections. The traveling exhibition will reach 20 underserved schools and 7,500 students annually. Programming will use early childhood play-based models. These models allow students time to explore and observe followed by periods

of play that allow time to process, reflect, and retain. A museum educator will prepare classroom teachers for the school residency by providing a workshop and orientation to the Tar Pits, pre-visit classroom activities, and lesson plans aligned with Next Generation Science Standards. The mobile museum will also be deployed at community parks, festivals, and special events on weekends and during the summer, reaching a total of 15,000 youth and families each year.

The [Science Museum of Virginia](#) will launch a three-year initiative that empowers participants to effect change in their neighborhoods using citizen science as a tool. The museum will lead a team of residents, business owners, government officials, nonprofits, and health system partners in assessing air quality concerns at the neighborhood level and implementing evidence-based solutions. The museum will also introduce a new platform and interactive software system to display air quality data from this project as well as other visualizations reflecting citizen science data captured in other initiatives. An external evaluator will conduct front-end and formative evaluation to address challenges as they occur and assist the museum in disseminating learnings from the project to the field. The project is designed to build community consensus on strategies necessary to build resilience to climate change while strengthening the museum's position as a catalyst for science-based decision-making.

The [Institute of Contemporary Art, Boston](#) will better support teens as they navigate into adulthood by extending its engagement and launching a pilot program for Teen Program alumni. Activities will include out-of-school programs that span two school years/summers and empower more than 4,500 teens to develop as individuals, creatives, and leaders. The programming will emphasize the development of social/emotional wellbeing, empathy, community, a person-centered approach, and contemporary art engagement. The programs will include many students from the Boston Public Schools who are low income, English Language Learners (ELL), former ELL, or students

with disabilities. The museum will conduct research to understand outcomes for more than 200 Teen Program alumni. The findings will help strengthen the program's infrastructure for communicating and connecting with alumni and expand alumni program opportunities. The project will also serve teens and educators from around the country through a 2021 Teen Convening.

The [Aleut Community of St. Paul Island Tribal Government](#) will further develop its [tanamawaa.com](#) website, the main digital repository for source materials for the Unangam Tunnu language program. The website attracts over 2,000 visitors per year, and the project will add a section for resource materials after digitizing existing archival materials. Currently, archival and resource materials are stored as tape and older digital formats. The project will digitize recordings and make them searchable. The website redesign will include the creation of an integrated almanac that matches historic dates with archival recordings, thus contextualizing existing archive information. The project will benefit youth and adult learners and teachers of Unangam Tunuu who are engaged in active participation in the Pribilof School District and Bering Sea Campus language programs.

Dr. Jamie A. Lee, Assistant Professor in the School of Information at the [University of Arizona](#), will examine naming practices across a range of community-based archives—from those embedded in an university to those operating autonomously. This Early Career Development project will expand archival studies education to better address community-based archives and archival appraisal and description practices. Committed community and university archival partners include: Arizona Queer Archives, Institute for LGBT Studies, University of Arizona, Tucson, AZ; South Asian American Digital Archive, SAADA, Philadelphia, PA; Chicano/a Research Collection, Arizona State University, Tempe, AZ; and Houston Area Rainbow Collective History, coalition of Houston archivists dedicated to preserving and documenting Houston's LGBTQ

history, University of Houston, Houston, TX, in partnership with Center for the Study of Women, Gender, and Sexuality, CSWGS, Rice University, Houston, TX.

The [Cynthiana-Harrison County Public Library](#) will partner with the local Chamber of Commerce to create a Business Center with access to computers, internet, and printing and faxing services to help the small business community and job seekers. A recent strategic plan survey in the community highlighted the need for better access to technology, internet, and training. The library will also develop training on resources that will be helpful for small businesses and job seekers. The project will enable the library to develop spaces for small businesses to conduct their work as well as provide more computers and hotspots for patrons to check out for use at home. The project will help the business community recover from the economic impacts of the COVID-19 pandemic.

[Wake County Public Libraries](#) in Raleigh, North Carolina, will address the remote learning gap created during the pandemic for students in kindergarten through 2nd grade. To address these disproportionate effects on the youngest learners, the libraries will create weekly in-person educational, interpretive, experiential programs to nurture a love of reading, reinforce literacy skills, and foster intellectual growth. Each week, children will be encouraged to check out books to bring home for further exploration. More than 200 learning programs at seven regional libraries will facilitate the creative process, encourage critical thinking, instill a love of reading, and support educational success.

Objective 1.2: Highlights from Projects Awarded in FY 2023

[Eastern State Penitentiary Historic Site](#) will revise and expand its Returning Citizens Tour Guide Project, which is designed to foster empathy in museum visitors, humanize mass incarceration, and provide a greater understanding of contemporary criminal justice issues. A new full-time managerial position will oversee the program, which will be renamed

LEAD (Lived Experience Activating Dialogue). The museum will fill the position with a formerly incarcerated/returning citizen, whose lived experience will enhance related tours and public programs and promote diversity, inclusion, and access initiatives across the entire institution. The museum will also establish 12 LEAD fellowships for returning citizens who will support community partnerships for public programming and participate in training and professional development opportunities.

The [University of Washington](#) Information School will conduct research aimed to improve libraries' capacity to include children with autism and their families in early literacy programming. Currently, there is a lack of empirical evidence about the early literacy needs of autistic children and their families. In partnership with the Seattle children's Autism Center, the Association for Library Services to Children, Seattle Public Library, and Pierce County Libraries, they will develop the Autism-Ready Libraries Toolkit, which will include early literacy programming and training materials to empower librarians to better serve this population.

[Kent State University](#), in partnership with University of Washington, will research and develop a social justice, outcomes-based planning and assessment tool. This tool will support library staff in developing outreach programs and services that meet the needs of families with young children from underserved communities. Small, medium, and large libraries in rural, urban, and suburban areas will collaborate with the research team on the design process. The libraries will help iterate, test, and reflect on the toolkit. This toolkit will embed the social justice principles of equity, engagement, and empowerment into the creation of outreach programs in public libraries. This program aims to support the outreach production process by implementing design thinking, building library community awareness, and developing a library peer community. In 2021, \$55,605 in additional funds were awarded to support the development of a self-paced course, training videos, and the evaluation of these elements.

[Berea College](#) will create a model to build libraries' capacity in collective impact by enhancing collaboration between rural libraries and community stakeholders to improve 3rd grade reading. The project will refine, test, and evaluate the Rural Library Anchor Framework, which was created with an IMLS grant, with 22 libraries working to improve reading in this age group. Libraries will test the framework assuming different community roles, including as a backbone organization, contributor, or strategy lead. The project will enhance collaboration between rural libraries and community stakeholders by building libraries' capacity to identify community needs, activate and align partners in addressing needs, and leverage existing resources to address needs. The project will result in a refined Rural Library Anchor Framework, training resources about the Framework, and templates for implementing the Framework. The project will help prepare libraries to better address community needs and accelerate educational outcomes for children in participating communities.

The [Massachusetts Institute of Technology's](#) Media Lab proposes to build the capacity of public librarians in facilitating and delivering STEM programming. The project will help library professionals design STEM learning programs that emphasize equity and inclusion and feel better prepared to facilitate these experiences. The project is leveraging the pedagogy of creative learning—an approach that enables library professionals to take on the responsibilities and practices of STEM facilitation without requiring them to become technical domain experts—to deliver in-person and online workshops, foster an online community of practice, and build capacity for 300 library professionals to implement creative STEM programming in their communities. All project resources and materials will be disseminated widely and published as open-access resources, enabling reuse and adaptation. The activities of this project will not only build capacity in the field of library professionals to implement creative learning programming in their libraries, but also increase access to engaging STEM learning opportunities for library patrons.

UPDATES FROM GRANTS TO STATES AWARDS

- From Grants to States staff analysis of SLAAs' 2023–2027 five-year plans, several lifelong learning themes emerged, with 56 states and territories (95 percent) including goals or projects related to the library workforce. In addition, 52 states and territories (88 percent) cited reading as a topic in their 2023–2027 five-year plans, 37 states and territories (63 percent) indicated in their plans that they intended to coordinate with elementary or secondary education agencies, and 26 states and territories (44 percent) indicated plans to coordinate with workforce agencies. Using Grants to States funding in the District of Columbia, the [DC Public Library](#) partnered with a nonprofit law firm to provide free walk-in legal clinics at four branches as well as legal education programs for consumers. Neighborhood Legal Services Program, the nonprofit partner, triaged concerns at the walk-in clinics through information and referrals, and even took on six cases pro bono. Topics included criminal records, employment background checks, licenses, student loans, credit reports, debt collection, recovery of security deposits, and more. The education programs focused on topics such as debt collection and rights related to fair credit reporting. It was the first year since the pandemic that the partnership resumed in-person clinics and programs.
- With Grants to States support from a Texas State Library and Archives Commission subgrant, [Dallas Public Library](#) launched a music equity program. They provided access to music education and musical instruments for neighborhoods with low-income families and high percentages of people of color. The library purchased hundreds of instruments to provide instruction to youth ages 6–17 at three locations. Through 274 group music lessons and recitals, they exposed 2,977 children, plus adults and seniors, to stringed instruments, group play, and performance. When supply chain issues threatened the library's original plan, they moved to transporting instruments between branches. The music lessons were very popular and saw participants building skills and completing the 15-week courses with confidence.
- Through a Grants to States project, the [Maryland State Library Agency](#) provided free training to library staff in all of the state's 23 county systems, one city system, and three regional library systems. Among other activities, they administered the Library Associate Training Institute (LATI), which responds to the Maryland legal requirement for library associates to complete 90 hours of approved in-service training within the first two years of their appointment to a library associate position. With a blend of online and in-person classes, LATI provides the tools, ideas, and practice opportunities for library staff to develop their professional competencies.
- The [Pennsylvania Office of Commonwealth Libraries](#) used Grants to States funds to offer interactive educational sessions and other training resources for library directors, library trustees, volunteers, and seasoned staff members. It was the first year their new director orientation went hybrid with required and voluntary sessions on a learning platform, which 34 directors completed. Pennsylvania also offered a workshop on building inclusive environments in libraries, multiple board retreats to improve library board governance practices, and other statewide trainings and consultations. They used evaluations and feedback from the field to ensure that the trainings met the emergent needs of public libraries of all sizes.

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 2023, 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.

NEW AWARDS

Award Numbers

IMLS awarded 139 discretionary grants totaling \$23.6 million with awardee match of \$13.8 million in support of Goal 2.

Objective 2.1: Highlights from Projects Awarded in FY 2023

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

Hinds Community College will launch the Utica Oral History Project to collect, preserve, and disseminate stories centered around the theme of southern Black education in rural Mississippi. The college will establish an Oral History Center where community members can use equipment to collect their family stories, and mobile recording equipment will also be available for those unable to visit the campus. Faculty members will learn oral history best practices with a goal to incorporate their use in student coursework. The project team will lead workshops throughout the community

and work with families to catalog, digitize, and archive the recordings. Student interns will assist families in producing mini-documentaries for use at family reunions and other special events. The project will result in oral history portfolios for 12 families consisting of the raw audio/video footage, transcripts, metadata, and family archival artifacts.

Antioch University will examine the nationwide decline in school librarian positions and resulting equity and access issues and explore how school administrators make decisions on staffing school library services for K–12 students. This investigation will examine NCES federal employment data on school librarians, conduct a content analysis of school library job descriptions, and interview school administrators to determine if and how the status and roles of librarians are changing. An advisory council of education and library experts, with assistance from school library associations/agencies as intermediaries from 49 states, will help guide the project. Findings will be shared on a website with data tools, infographics, and videos to aid library educators and state associations and agencies in better understanding the changing context of school librarianship and thus how school librarians need to be educated and prepared to address the values and expectations of those who make staffing decisions.

The **New York Public Library (NYPL)** will pilot a one-year project to implement a private wireless broadband network utilizing Citizens Broadband Radio Service (CBRS) spectrum access and technology in order to provide free high-speed internet access to targeted neighborhoods in New York City. Through this project, NYPL will test and evaluate the feasibility of employing a private CBRS-based broadband network to deliver strong, consistent, and reliable 4G broadband internet services to targeted users in predominantly urban environments.

The **Wahluk School District** project will help bridge equity gaps in literacy experienced by rural, low-income Hispanic students that were further

exacerbated by the COVID-19 pandemic. Access to books was already a challenge for families when school and public library closures made access to materials nearly impossible for almost a year. With this project, physical and digital books will be purchased for libraries at three elementary schools and a junior high school. Makerspaces within the libraries will invite students to use knowledge gained through the use of technology during the pandemic to demonstrate literacy and build learning agency and self-efficacy. Student artifacts of learning created in the makerspace will be shared on new library websites to help connect them to learning spaces outside the school where they have spent a good part of the last year. These best practices, among others, will contribute to progress in reading achievement and successful recovery from interruptions to education during the pandemic.

The [Central Rappahannock Regional Library](#) in Fredericksburg, Virginia, will invest in an outreach vehicle to bring technology resources into underserved areas of rural Westmoreland County. COVID-19 affected open library hours, and with long driving distances between branches and limited home access to internet-enabled devices, the library needed a mobile solution. The Library on the Go van will regularly visit schools and community gathering places to offer residents access to tablets, laptops, wireless printing, and Wi-Fi. In addition to technological resources, the outreach vehicle will offer a print collection, library card sign-ups, readers' advisory services, and special programming. By providing services in this way, the library will expand access to traditional library services in the rural county and serve new patrons of all ages who may be unable or unwilling to come to the library branches.

Objective 2.2: Highlights from Projects Awarded in FY 2022

The [World Forestry Center](#) will implement "Our Forest, Our Future," a new initiative to develop interpretive experiences that center on community needs and catalyze social change around forest issues. The center will reimagine its paid fellowship program to engage

a more diverse set of professionals to inform the development of visitor experiences. It will collaborate with the fellows and a consultant to prototype, develop content, and design an inaugural exhibition and accompanying public programs that will interpret the causes and effects of catastrophic wildfires and the actions needed to reduce them. Through this project, the center will cultivate civic discourse and action among diverse stakeholders and audiences, with a focus on the communities most vulnerable to the impacts of wildfires.

The [USS Constitution Museum](#) will launch a Salute to Service initiative to transform itself into a hub for conversation, connection, and community around military service. A strategic focus on service members, veterans, and their families will significantly strengthen and expand how the museum, in collaboration with the US Navy's USS Constitution, enhances the general public's understanding of the military community. The major goals of the initiative are for the military community members to see the museum as a trusted space for community engagement, and civilian participants in Salute to Service programs to gain an elevated understanding of military service and family sacrifice.

The [New England Museum Association](#) will lead a comparative research study to collect and analyze energy use data from a representative sample of museums, creating the first estimate of the field's energy impacts on climate. Project activities, completed in partnership with New Buildings Institute and up to 148 museums, will research the current state of energy consumption and management in the US museum field and result in multiple data products, grouped by similar institutions or spaces, to guide museums in the reduction of energy consumption. The outcome of the project activities will help museums make strategic energy management decisions that benefit individual museums as well as the climate system for long-term health and safety of living beings, communities, and cultures.

University of Maryland will help library staff evaluate and improve computational thinking (CT) programming for youth through a three-year research in service to practice project. They will develop a collection of assessment tools and a suite of case studies demonstrating computational thinking literacy development among youth aligned with desired learning outcomes that are tailored to the needs and capabilities of public libraries. Library staff will be invited to co-design the tools to ensure their voices, ideas, and experiences are represented throughout the assessment creation process. The project will result in a typology of the current state of CT programming in libraries, a bank of assessment tools for capturing CT literacy development in libraries, and resources to support library staff in using these materials.

When COVID-19 closed the doors of the Public Library of Charlotte & Mecklenburg County, many services successfully pivoted to meet customers' needs remotely. However, no tangible solution existed for providing customers with critical internet access for telehealth, online schooling, job searching, and more. In partnership with the Charlotte Digital Inclusion Alliance and inspired by the BKYLNConnect Playbook, Charlotte Mecklenburg Library will pilot its Neighborhood W.I.S.P. (Wireless Internet Service Provider) Network to increase internet access in the County's West Boulevard corridor. Nearly 41 percent of households in this area lack internet access and 35 percent live in poverty. In addition to receiving free internet with their library card, individuals will receive digital literacy training, and some may train as support technicians. The library will test and develop their network in 350 households to demonstrate scalability for future expansion.

UPDATES FROM GRANTS TO STATES AWARDS

Analysis of the five-year plans (2023–2027) for the Grants to States program revealed community engagement themes, with 43 states and territories (73 percent) referencing talking books programs for the blind and print disabled.

- With Grants to States funding, the Washington Talking Book and Braille Library provided equal access to information and reading materials for Washington residents unable to read standard print. A program of the Washington State Library, it provided free statewide library services, including books and magazines in alternate formats delivered by mail or download. It also provided readers' advisory, youth services programming, and local audio and braille book production for this audience. During the project period, the library expanded access to Pacific Northwest materials for its readers by producing 27 local books in braille as well as 74 audiobooks. They also piloted a remote braille proofreading program, which was then rolled out more widely to ensure access to quality materials.
- Using Grants to States funds in Indiana, the Kokomo-Howard County Public Library collected, identified, and digitized items focused on local African American history. Working with the Howard County Historical Society, the nonprofit Embracing Hope of Howard County, as well as leaders in the African American community, the library prioritized materials for digitization that had been historically overlooked. Library staff took equipment to a community activity center on several occasions to scan relevant documents and photos that had been uncovered, and to gather oral interviews. With buy-in from the local African American community, the library added 90 items to the African American Notables digital collection on the Howard County Memory Project website, and recorded 15 videos with community members talking about their memories of growing up in Kokomo, Indiana.
- With Grants to States support from a California State Library subgrant, Oceanside Public Library provided relationship-building and community-driven services in Landes, an underserved, predominantly Latinx neighborhood. The library hired, trained, and mentored four local, young adult interns who conducted surveys and community conversations with residents. The team of

interns canvassed 1,700 homes and held five community conversations with over 50 participants to learn about their aspirations and concerns, the summary of which was presented publicly and shared with the City Council. Through the leadership and guidance of the library staff, and in partnership with Neighborhood Services and Parks and Recreation, the interns helped provide a trusted connection for residents to give input on library and city services moving forward.

- With Grants to States funding, the [Massachusetts Board of Library Commissioners](#) supported civic engagement programming in two communities. The Reading Public Library supported learning and engagement on social justice topics using storytelling to combat divisive attitudes in the community.

A key focus was to diversify representation among presenters and subject matter, which included domestic violence and climate change. Shrewsbury Public Library hosted several programs, including a public discussion on social infrastructure featuring Eric Klinenberg and his book *Palaces for the People*; three virtual lectures featuring Ryan Dowd, a national expert on library service to people with dementia, Alzheimer's, and people experiencing homelessness; and mental health first aid training for library staff. The content of the programs clearly resonated with the majority of those who responded to the post-program survey.

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 2023 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 2023 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 221 discretionary grants totaling \$31.8 million with awardee cost share of \$24.8 million in support of Goal 3.

Objective 3.1: Highlighted Projects Awarded in FY 2023

The Lindner Center for Conservation and Research of Endangered Wildlife (CREW) at the [Cincinnati Zoo](#) and Botanical Garden will conduct a program to identify the reasons for low reproductive rates among polar bears in zoos and help improve propagation and

breeding management strategies. The captive population of polar bears is in decline globally and, in the United States, only approximately 40 remain in the nation's zoos. Working in collaboration with the polar bear Species Survival Plan (SSP) and organizations throughout the United States that house polar bears, scientists at CREW will quantify a suite of hormones and signaling molecules that will provide metrics for assessing and improving polar bear reproductive health and wellness. Through open-access publications, the data will be accessible and useful to veterinary and animal care staff, field researchers, and scientists hoping to learn more about polar bear physiology and allowing for more advanced reproductive diagnostics and an increase in reproductive success and number of cubs born each year.

The [Kent State University](#) Museum will better protect, preserve, and increase access to its historic costume collection by upgrading and expanding its storage cabinets. The project will focus on women's and men's wear from 1673 to 1919 to be rehoused in state-of-the-art cabinets placed on high-density mobile carriages that will alleviate overcrowding. By replacing old storage cabinets, collections will no longer be exposed to chemicals from cabinets constructed of formaldehyde-infused plywood. The high-density mobile storage system will facilitate better space utilization and mitigate the risk of water damage, heat, soot, and smoke. The completion of this project will further the museum's mission by creating easier access to collections and preserving them for generations to come.

The [Denver Museum of Nature and Science](#) will conduct a three-year project to advance collections stewardship for logistically challenging large bones of dinosaurs in the Morrison Formation fossil collection. The project will increase access to these scientifically significant specimens—including holotype

specimens—for scholars and the public. Project activities will include repairing, preparing, rehousing, archival cradling, and 3D scanning the specimens. It also will support purchasing 3D scanning equipment for large specimens. The project will offer numerous opportunities for early-career paleontologists through a term preparator position and three paid internships that will make significant specimens available for study for the first time. This project will result in improved care of this collection, enhanced collections access, and a wider dissemination of the collection and its significance for museum visitors, the general public, researchers, and communities where the fossils originated.

The **Fort Ticonderoga Museum** will undergo a 28-month collaboration with Indigenous communities to better document the context, meaning, and contemporary relevance of their collections. This involves taking a comprehensive inventory and improving documentation for 28,600 Indigenous artifacts and the 3,155 artifacts that fall under the National Native American Graves Protection and Repatriation Act. The museum also plans to build and strengthen relationships with the Native Tribes whose aboriginal land includes Fort Ticonderoga, decolonize previous collections management practices, share authority for the documentation and interpretation of Native culture with partnering Native Tribes, update artifact storage and stewardship practices—including the addition of culturally appropriate signage and access privileges—and create a long-term strategic plan for repatriation, disposition, and care of Native collections.

The **Huna Totem Corporation**, in collaboration with the Huna Heritage Foundation, the Alaska State Libraries, Archives, and Museums, and Washington State University, will apply Society of American Archivist standards to its archive collection by processing, describing, arranging, and creating finding aids and a database. The project will also create new content for the collection by conducting 10 oral interviews with community elders. The goals are to preserve Tlingit elders' knowledge for current and future

generations, provide a missing piece of Tlingit history, and document clan belongings that hold traditional and cultural stories. Stakeholders will have access to local history and culture through audio and video recordings, photographs, and print materials of Hoonah culture and history that are held in a repository.

The **Blackfeet Tribe** of the Blackfeet Indian Reservation's "Piikuni sahkoyii nitsinikin: Piikani Land, Our Stories" project will digitize and make local oral history materials accessible online. This project will fill in gaps in the reservation's history, specifically the land and places on the reservation—a project that has not been done by outside researchers or other oral history projects in the past. The project will also create lifelong learners through monthly interview training workshops for community members and a special course where students will identify what oral history is in a cultural context, conduct an oral history interview, use oral history effectively within academic research, and gather and organize metadata. Students and community members can use Oral History Backpacks, which have all materials needed to complete oral history interviews, to contribute to the project. The archives will add an ADA compliant recording booth that can be used for the oral history project.

Objective 3.2: Highlighted Projects Awarded in FY 2023

The **Duke Lemur Center at Duke University** is responsible for the largest colony of lemurs outside of Madagascar—currently more than 250 animals representing 15 species. The center also maintains a large collection of primate fossils, with more than 35,000 specimens related to primate evolution. The center's veterinary data, natural history specimens, 3D scans of holdings, and field documentation currently are spread across multiple online and offline databases. The goal of this project is to expand and connect those dispersed databases so that staff, researchers, and students can easily access data to investigate major trends in primate evolution and conservation.

The [Missouri Botanical Garden](#) will carry out a project to enhance stewardship of its seed bank collections that support plant conservation. The seed bank contains three core collections and currently holds more than 2,000 samples representing 845 different species, of which 158 are globally rare or threatened. The objectives of this project are to acquire and install new equipment, including an x-ray machine and germination incubators to assess baseline seed quality through non-destructive inspection of seeds and monitor seed collection viability through germination tests to ensure collection longevity and sustainability. The seed bank collections serve a wide audience, enabling educational displays of rare plants at the botanical garden, as well as sharing of data with the greater plant conservation science community on the publicly searchable database, www.livingcollections.org.

[Muscogee Creek Nation](#) will reduce the digital divide that College of the Muscogee Nation (CMN) students are facing while they continue their education at home during the COVID-19 pandemic. This project will provide CMN the opportunity to purchase the chat-a-librarian and LibGuides software, which will allow the librarian to speak with students virtually, provide students with research information, and create a way for students to reach out when they need help. In addition to the software, 68 students also will receive Internet-enabled laptop computers and data Internet cards while attending classes remotely.

UPDATES FROM GRANTS TO STATES AWARDS

Analysis of the five-year plans (2023–2027) for the Grants to States program pointed to collection and stewardship access priorities among SLAAs, with most plans (42 states and territories, or 71 percent) including broadband/digital literacy initiatives.

- With Grants to States funding, the [Library of Michigan](#) continued its support for libraries throughout the state to digitize and preserve

historical collections through a range of statewide partnerships. Among other activities, they offered a monthly digitization basics webinar series attended by hundreds of participants, funded digitization of historic newspapers, and supported the Michigan Service Hub, a contributor to the Digital Public Library of America. During the project period they launched a new service to provide libraries and cultural heritage organizations with the equipment needed to digitize common cultural heritage materials without needing to invest in costly technology. As part of this effort, they created five digitization kits, circulated them to 14 organizations, and gathered feedback, which showed that 100 percent of respondents were satisfied with the kit's resources.

- Using Grants to States funds, the [Colorado State Library](#) provided a statewide interlibrary loan (ILL) service that allowed library staff and patrons to place requests for materials located in member libraries throughout the state of Colorado. The centralized support and maintenance of a shared software platform is fundamental for public, academic, school, correctional, and other libraries within the state. Most participating libraries are small and rural and don't have the resources to support a resource sharing platform on their own or maintain large local collections. The statewide ILL service levels the playing field, keeps libraries connected to their peers, and enables them to meet the growing needs of their patrons in ways they could not achieve alone.
- The [Arkansas State Library](#) used Grants to States funds to provide statewide access to a collection of subscription digital resources for all Arkansas residents, ensuring that every person in the state had the same high-quality research and learning materials. They are the only state agency to provide such digital resources for K–12 students, academic, public, and special libraries in Arkansas, and they fill an important gap; neither libraries nor schools were able to purchase database subscriptions independently. Educators used these digital resources when the pandemic forced them

to restructure their lessons through remote instruction, and librarians also expanded their program offerings to serve their communities near and far. Increased usage and interest during the project period demonstrated that these subscriptions were vital to the success of Arkansas residents.

- With Grants to States funds, the [Nevada State Library, Archives, and Public Records](#) supported bookmobiles in rural areas, operated by Elko-Eureka County Library, Humboldt County Library, and Lincoln County

Library. Through local agreements, the three bookmobiles also serve residents in two additional counties, Pershing and White Pine. The aggregate population density of the six counties served is 1.6 people per square mile, and all of these counties are among the 100 geographically largest counties in the US. Stops include parks, schools, grocery stores, ranches, gas stations, a Girls & Boys Club, reservations, a gymnastics center, a post office, and senior care facilities. The bookmobiles provided the same range of materials as their parent libraries, including print and digital materials.

SECTION 4

FY 2023 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 Awards; 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 GRANT AWARDS

Many of IMLS's performance targets highlight aspects of the award lifecycle, beginning with planning (including implementation of new programs), securing clearance for, and announcing funding opportunities, reaching out to potential applicants, and receiving and processing applications to ensure quality peer review, and moving to issuing awards, providing support and oversight through awards monitoring, and final closeout. In addition, targets below also include those supporting both public access to IMLS-funded resources and products and better Agency understanding of funded projects for use in future efforts.

AWARD LIFECYCLE

FY 2023 Target	FY 2023 Actual Performance	Successes & Challenges	Status
PLANNING AND ANNOUNCING FUNDING OPPORTUNITIES			
IMLS will release a pilot NMALA Notice of Funding Opportunity to test initial response to the program by March 30, 2023.	IMLS posted pilot NOFO for the American Latino Museum Internship and Fellowship Initiative (ALMIFI) on June 21, 2023, with applications due on August 17, 2023.	Twenty-three applications were submitted in response to the launch, which exceeded initial expectations, consequently demonstrating the field's need for the program.	Met

FY 2023 Target	FY 2023 Actual Performance	Successes & Challenges	Status
The Office of Communications (OC) will achieve 100 percent of award announcements and release NOFOs on time by September 30, 2023.	OC staff posted all FY 2023 awards and NOFO announcements to the IMLS website and distributed them via mass email in accordance with the schedule approved by OMB. The final FY 2023 award announcement was posted on September 23, 2023.	Facilitation of this work involved close coordination between OC, the program offices, and the grants management office. Incorporating project briefs to outline all steps has been integral to the process.	Met
The Office of Grants Policy and Management (OGPM) will produce an annual timeline for discretionary grantmaking activities with milestone deadlines by September 1, 2023, in advance of the start of FY 2024.	Resource posted on the Agency's intranet in September 2023.	Staff use of this timeline allows for the coordination of program office and cross-departmental schedules, streamlining the grantmaking process.	Met
IMPLEMENTATION OF NEW PROGRAMS			
The Office of General Counsel (OGC) will provide legal counsel to support the implementation of the National Museum for the American Latino Act programmatic grant authority, including the determination of eligibility by September 30, 2023.	The Notice of Funding Opportunity for the ALMIFI program was published.	Following the interagency agreement reached in the previous fiscal year, OGC and the Office of Museum Services (OMS) developed a plan to supply legal guidance to support the National Museum of the American Latino Act's programmatic grant authority implementation, including eligibility determination.	Met
SECURING OMB CLEARANCE FOR NOFOS AND AWARD FORMS			
OMS will incorporate legislative authority and prior investments in workforce development in its FY 2024 NOFOs by June 30, 2023.	The OMS NOFO portfolio was cleared internally and by OMB for an on-time posting in Q1 of FY 2024.	Creating of and adherence to a timeline that allowed for team reflection and design has been critical for identifying consistencies and unique changes for the OMS NOFO portfolio.	Met
ONGOING GRANTEE SUPPORT			
Grants to States (G2S) Conference: State grantees on average rate G2S greater than or equal to 3.6 (on a scale of 1–4) on its annual LSTA conference by April 30, 2023.	G2S worked with the Office of Research and Evaluation (ORE) to offer engaging content around topics of interest, such as the future of SPR, site visits, and strategic foresight. State grantees evaluated G2S an average of 3.8, on a scale of 1–4, for the survey question, "I learned something useful at this meeting," during the annual LSTA conference.	G2S was able to concentrate on content and the virtual experience with the assistance from a meeting planner, which eventually resulted in greater satisfaction ratings.	Met
OGPM will implement improvements to the Grants Administration Manual, eGMS, and eGMS Resources as identified through the FY 2022 OGPM customer satisfaction survey by September 30, 2023.	OGPM reworked the Grants Administration Manual to update policies and procedures, integrate more resources, and improve search tools.	The Grants Administration Manual is an effective tool for ensuring consistency in grants management. Program Officers and other staff members using this guide will become better administrators by following federal regulations as applied to IMLS policies and regulations.	Met

IMLS-FUNDED RESOURCES AND PRODUCTS

FY 2023 Target	FY 2023 Actual Performance	Successes & Challenges	Status
SUPPORTING PUBLIC ACCESS TO IMLS-FUNDED RESOURCES AND PRODUCTS			
The Office of Library Services (OLS) will identify work products and explore methods for categorization of product types from final reports and available resources by September 30, 2023.	OLS established a period of five-year coverage and reviewed final reports to determine a range of types of products (product category, file type, deliverables, licensing, etc.) from final reports and other available resources. It was concluded that additional assessment of product characteristics is needed.	OLS worked to understand requirements among its own grant products that will lend support to future Agency efforts for repository building.	Met
OGPM will create a plan for streamlining the process, standardizing data, and improving efficiencies for critical public-facing award reporting (i.e., AFR, APR, and CJ) by maximizing the use of data management capabilities.	OGPM created the plan and the Agency implemented it for the AFR, APR, and CJ.	The streamlined process allows for more efficient reporting of data in our public reporting.	Met
OGC will provide legal support and drafting guidance to IMLS's Open Government Working Group to develop the agency's Plan for Implementing the New Public Access Guidance by August 20, 2023.	The Agency submitted the Open Government Plan for Implementing the New Public Access Guidance. OGC and OLS participated in a White House briefing.	OGC continues to work with OLS to provide legal support and draft guidance to IMLS's Open Government Working Group for implementation of the Guidance.	Met
UNDERSTAND IMLS-FUNDED PROJECTS TO ADDRESS FUTURE EFFORTS			
OLS, OGC, and OGPM will provide ORE with some questions that have emerged from the assessment of recent disaster response grant activity and research IMLS library legislation to develop an internal briefing on how these funds can be activated for disaster response and recovery by September 30, 2023.	OLS met with OGC, OGPM, and ORE in April 2023 to carry out a case study to assess recent disaster response grant activity. After meeting with representatives from Vermont who responded to the severe floods in July 2023, OLS canvassed current discretionary funding to determine research questions about disaster response with the intention that post data collection and analysis, a subsequent convening on this issue will take place in FY 2024.	OLS made significant progress on gathering this data and conceptualized a future convening on this topic for the FY 2024 target. The Agency anticipates completing the internal briefing in the first quarter of FY 2024.	Partly Met
OLS will conduct a portfolio review to document past collaborative M/L efforts (how many successes, strengths, and challenges) by September 30, 2023.	OLS conducted a portfolio review to document past collaborative museum and library efforts. A six-year period of coverage was established to run keyword searches of library and museum grants with the word "museums" and "library" in their respective grant category. The results found over 150 grants in total.	OLS developed a search protocol and ensured there were human resources to conduct this work before the end of the fiscal year.	Met

FY 2023 Target	FY 2023 Actual Performance	Successes & Challenges	Status
OGPM will work with the Office of the Chief Information Officer to develop an AI tool for extracting keyword data from application Abstracts and Final Performance Reports for awards by May 1, 2023.	The AI tool was implemented in April 2023.	The AI tool will allow OGPM, program staff, and other offices to extract information on awards to gain further insights into project subject matter and outcomes.	Met

4.2 SURVEY COLLECTIONS AND RESEARCH

In FY 2023, 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).

CHILDREN AND CITIZEN READING INITIATIVE

Following up on the convening that took place in March 2022, IMLS organized another Children's Reading Initiative conference on September 6, 2023, in New York City. This convening was organized in partnership with New York Public Library and included a presentation of AIR commissioned study reports on best practices.

DISSEMINATE KNOWLEDGE AND FINDINGS

The Agency released multiple publications in FY 2023. These included Future of Museums: Literature Review released in February 2023 and PLS FY 2020 COVID released in May 2023. In March 2023, IMLS also released the Accelerating Promising Practices final evaluation report. Plans for FY 2024 include release of FY 2021 PLS COVID research brief, COVID FY 2020/FY 2021 PLS State report and profiles, and FY 2022 SLAA Survey report.

LEARNING AGENDA

By September 30, 2023, a cross-agency group of IMLS offices drafted and completed a Learning Agenda prioritizing assessment of equity, and received feedback from the Office of Management and Budget. The formal plan for the [Learning Agenda](#) was released in December 2023.

NATIONAL MUSEUM SURVEY

IMLS initiated a pilot of the National Museum Survey (NMS) from July 2023 to September 2023. Further work on the NMS is anticipated in FY 2024.

NATIONAL MUSEUM OF THE AMERICAN LATINO ACT (NMALA)

The Agency planned to conduct and publish research on American Latino museums and gather input from stakeholders on NMALA NOFO. All stages of data collection were completed, including Spanish and English listening sessions, an online survey, and interviews with federal employees.

STATE LIBRARY ADMINISTRATIVE AGENCY (SLAA) SURVEY

By June 5, 2023, states including DC had completed the FY 2022 SLAA Survey and this data was released in October 2023. A research report and new SLAA Survey data analysis tool will be released in FY 2024.

PUBLIC LIBRARIES SURVEY (PLS)

The Agency released FY 2021 PLS data files and documentation in mid-June 2023. The search and compare tool and PLS benchmarking tools were released with the updated data and analysis on the files on July 5, 2023.

4.3 POLICY DEVELOPMENT, PARTNERSHIPS, AND INTERAGENCY ACTIVITIES

IMLS set and met numerous targets on policy development, partnerships, and interagency activities in FY 2023. 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, and develops strategic partnerships 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. Examples are highlighted below, and more detail is provided in Sections 1.4, 2, and 5.2.

ENGAGEMENT

White House Engagement

IMLS partnered with the White House Council on Native American Affairs to develop an International Repatriation initiative which brought together US Tribes and international museums to explore best practices.

Interagency Engagement

IMLS established an Agency working group to implement IMLS's Memorandum of Understanding with the FCC to expand access to E-Rate and other FCC programs.

International Engagement

IMLS engaged in the US Delegation to the World Intellectual Property Organization on Cross-Border Exceptions for libraries, archives, and museums. IMLS also continued to collaborate with the Department of State, FBI, and UPenn to leverage cultural practitioners to support the identification of stolen property.

FUTURE OF MUSEUMS

The Agency conducted a Future of Museums convening with museum leaders and published the Future of Museums convening proceedings, which can be found on www.IMLS.gov.

IMLS staff were encouraged by the positive response to the convening invitations for the Future of Museums project. Significant learnings included needs of museum leadership with respect to mutual support and workforce development. IMLS's ability to convene leaders from all paradigms was noted as unique and important for the field.

IMLS 250: ALL STORIES, ALL PEOPLE, ALL PLACES.

IMLS's core initiative to support the semiquincentennial of the United States is the All Stories. All People. All Places: A National Dialogue Preparing for America's Semiquincentennial. Its purpose is to encourage audiences to consider how we share our national story, how we

commemorate the past in public spaces, and how local, regional, and national histories fit together into a cohesive whole.

The initiative includes the Visions of America series, produced in collaboration with PBS Books and Detroit Public Television, and a collaboration with the American Association for State and Local History (AASLH) to plan, promote, and present this series. 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. The Visions of America series, which can be viewed at <https://www.pbsbooks.org/visions-of-america/>, explored the post-pandemic nation with a renewed interest in the stories, people, and places that have contributed to the America we live in today. The series highlights lesser-known historical sites and institutions that illuminate the spirit of our independence: the Freedom Tower in Miami, the Wing Luke Museum in Seattle, and the Negro Leagues Museum and the American Jazz Museum at 18th and Vine in Kansas City. In addition, PBS Books produced three virtual conversations moderated by Director Kemper about citizenry, founding documents, and the desegregation of the military.

IMLS also highlighted funding support for grants related to America250 in the press release for the six Office of Museum Services programs for FY 2024 (released on August 15, 2023).

NATION TO NATION

IMLS continued its participation with the White House Council on Native American Affairs (WHCNA) Committee on International Indigenous Issues on the International Repatriation working group. After supporting a pilot visit in 2022 via a grant to the Otoe-Missouria Tribe of Indians, the working group drafted a preliminary set of working principles to the Council for consideration.

The IMLS Director hosted a Nation to Nation listening session in FY 2023. There were two main components to this listening session. The first component was to update the attendees regarding changes and actions IMLS has taken in response to what IMLS has heard from the Tribes during previous consultations with them. The second component was to open the floor to Tribal leaders and participants. Prospective topics for discussion included reflections on the IMLS updates, trends in funding needs and experiences, and current community needs. A total of 88 people (non-IMLS staff) attended this listening session.

Information about the listening session can be found at <https://www.imls.gov/events/2023-nation-nation-listening-session-institute-museum-and-library-services>.

Over the course of 2023, IMLS created an agency-wide team to plan and coordinate efforts for Tribal outreach, including holding future listening sessions. This team includes representation from almost every office.

IMLS also submitted and had approved a Treasury Waiver for Administrative Offset, which will allow Tribes to receive full IMLS grant monies, instead of some of that money going to other government agencies.

INFORMATION LITERACY

IMLS has created a prototype website with information literacy resources, guidance, research, and tools from across the Federal Government and private sector. Moving into FY 2024, IMLS will be gathering more feedback and recommendations on the prototype InformationLiteracy.gov website. IMLS will also engage with museum and library staff, community practitioners, and the federal Information Literacy Taskforce members to further improve the prototype website. The Office of General Counsel has supported the implementation of the statutory authority for the Information Literacy Taskforce and has published information literacy policy guidance documents for reference.

In February, March, and June of 2023, four convenings were held which brought together over 100 federal taskforce members, information literacy subject matter experts, and museum and library representatives to share insights on the information literacy ecosystem, highlight suggestions for proven practices, and make recommendations on the prototype website.

NATIONAL MEDALS

IMLS and the White House hosted the 2023 National Medal for Museum and Library Service ceremony on July 17, 2023. IMLS hosted a pre-ceremony breakfast event with a special guest speaker from LEGO. IMLS and Vanguard Communications worked with Storyfarm to produce a brief community member video for each of the eight institutions. The Agency finalized IMLS public announcements and published a National Medals brochure highlighting the eight institutions. The ceremony was a success, with attendees from across the cultural Washington scene celebrating eight outstanding institutions and held at the White House with First Lady Dr. Jill Biden.

Media coverage resulted in more than 633 print, online, and broadcast media hits around the country, which generated more than 103,791,897 impressions. On X (formerly known as Twitter), the hashtag #IMLSmedals reached nearly 2.5 million users and generated more than 11,140,722 impressions.

The brochure can be found at <https://www.ims.gov/publications/2023-national-medal-museum-and-library-service-brochure>.

The ceremony can be watched at <https://www.ims.gov/news/ims-present-national-medal-museum-and-library-service-white-house>.

NATIONAL MUSEUM AND LIBRARY SERVICES BOARD

IMLS successfully engaged board members (representing museums (10 members) and libraries (10 members) from across the United States at two hybrid meetings held in FY 2023, sharing updates on agency activities and gathering input and advice from the board on a variety of topic areas.

4.4 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. The following offices have made significant contributions in support of IMLS's mission: the Offices of Museum Services (OMS) and Office of Library Services (OLS), IMLS staff in the Office of Grants Policy and Management (OGPM), the Office of Human Resources (OHR), the Office of the Chief Operating Officer (OCOO), the Office of the Chief Information Officer (OCIO), the Office of the Chief Financial Officer (OCFO), the Office of Communications (OC), the Office of Research and Evaluation (ORE), the Office of the General Counsel (OGC), and the Office of the Director (OD) set performance targets for activities that support IMLS's overall mission. The following section details the additional activities which have taken place during FY 2023.

DATA ANALYTICS

IMLS integrated PLS, SLAA, and SPR data to provide public users with a more intuitive and interactive tool on the Agency website. The updated data warehouse data models, tables, and dashboards on www.IMLS.gov now provide an integrated view of data from PLS, SLAA, and SPR.

WEB PLATFORM AUDIT

The Agency conducted a refresh of the “Contact Us” page and the senior leadership pages on the website in May 2023. The Office of Communications reviewed the IMLS web platforms for usability and identify areas of improvement and coordinated with the CIO to set up a formal review of the IMLS website in FY 2024.

ANNUAL FINANCIAL REVIEW AND ANNUAL PERFORMANCE REVIEW

IMLS published the FY 2022 APR to www.IMLS.gov on February 8, 2023. The APR can be found at <https://www.imls.gov/news/imls-fy-2022-annual-performance-report-highlights-partnerships-and-effectiveness-funding>.

IMLS published the FY 2022 AFR to www.IMLS.gov on February 28, 2023. The AFR can be found at <https://www.imls.gov/publications/2022-annual-financial-report>.

DIVERSITY, EQUITY, AND INCLUSION

IMLS successfully provided staff training which supports the Diversity, Equity, Inclusion, and Accessibility (DEIA) Plan and the Agency initiatives. The Agency utilized speakers within our Blue Cross Blue Shield healthcare services to provide presentations and information on wellness and health. Working with the Agency’s Department of Communications, the Agency engaged and attended Historically Black Colleges and Universities’ (HBCU) events to highlight and promote IMLS. The Agency provided speakers for the special emphasis programs throughout the year.

IMLS used the Federal Employee Viewpoint Survey results to outline action plans, strategies, and support decision making within the Agency. Some of the objectives included in the DEIA Plan were met throughout the year. The Office of Human Resources (OHR) worked to understand the where and how the design objectives can shift and support the needs of the Agency throughout the year. OHR will work to tailor and expand the DEIA plan’s goals and objectives for IMLS.

FINANCIAL MANAGEMENT AND SERVICES

IMLS received an unmodified audit opinion for FY 2023 with zero auditor findings. The audit report was received on November 13, 2023, and is included in the FY 2023 AFR. Continuous review of internal controls at all levels of the Agency ensures accurate, timely, and compliant transactions.

IMLS submitted all USASpending.gov reports with zero unexplainable reconciliation items; all control checks and edits from the DATA Act Broker upload process were successfully passed.

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.

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 2023, we made the most of all our resources through intra-agency collaboration.

PANDEMIC RESPONSE

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 10 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 **FCC**, and the **WHCNAA**, IMLS has hosted an annual National Tribal Broadband Summit from 2019 to 2022. Please see Sections 1.4 and 4.4 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 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 August 12, 2023, event in Washington, DC, where visitors attended author conversations, *one of which was facilitated* by IMLS Director Crosby Kemper. IMLS also 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.

PRESERVATION, DISASTER PLANNING AND RESPONSE

Save America's Treasures

IMLS partners with the **National Park Service**, the **National Endowment for the Humanities**, and the **National Endowment for the Arts** to support **Save America's Treasures**, a grant program designed to preserve and protect nationally significant historic properties and collections throughout the country. Congress appropriates funding for the Save America's Treasures grants from the Historic Preservation Fund, which uses revenue from federal oil leases to provide a range of preservation assistance without expending tax dollars. In FY 2023, the program awarded 58 grants in 26 states and the District of Columbia, totaling \$25.7 million. IMLS will manage 25 of these awards that support collections preservation, totaling \$6,721,847.

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.

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 and 4.4, **America250** is a multi-year effort to commemorate the 250th anniversary of the founding of the United States. The Semiquincentennial Commission Act of 2016, as amended, established a Commission of public and private partners to plan, encourage, develop, and coordinate commemorative activities 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 and attended four meetings in FY 2023. IMLS continues to engage with the America250 Commission, providing agency updates and feedback on commission 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 2023 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 2023 represented the second 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 2022–2026 Strategic Plan, IMLS launched 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

- **IMLS Website:** www.ims.gov
- **Strategic Plan FY 2022–2026:** <https://www.ims.gov/about-us/strategic-plan>
- **Public Libraries Survey (PLS):** <https://www.ims.gov/research-evaluation/data-collection/public-libraries-survey>
- **Public Library Search and Compare Tool:** <https://ims.gov/search-compare/>
- **State Library Administrative Agency (SLAA) Survey:** <https://www.ims.gov/research-evaluation/data-collection/state-library-administrative-agency-survey>
- **Publications:** <https://www.ims.gov/publications>
- **Awarded Grant Search:** <https://ims.gov/grants/awarded-grants>
- **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 2023, 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 2023 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 established a continuous process of performance measurement that focuses 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.