



# Annual Performance Report

**FISCAL YEAR 2019**  
FEBRUARY 2020

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# Message from the Director

*Dr. Kathryn K. Matthew served as IMLS Director during FY 2019.*



I am honored to present the FY 2019 Annual Performance Report for the Institute of Museum and Library Services.

For more than two decades, our agency has invested in the essential services of both museums and libraries—organizations that form the

cornerstone of communities across the United States. By supporting these institutions—from Georgia to Oregon, Texas to Alaska, and across Puerto Rico, the US territories, and the Freely Associated States—IMLS helps bring broad access to the information, resources, and networks that people need to thrive.

IMLS designs its grants, research, and capacity-building programs for a broad range of libraries—public, research, academic, and tribal—and museums, including historical societies, botanical gardens, aquariums, science and technology centers, children’s museums, and zoos.

Across the United States, communities experience the irreplaceable and rich complexity of museums and libraries, from teens exploring a makerspace to community archivists researching the history of their neighborhoods and veterans seeking information about benefits to teachers using a museum’s digital collections to engage their students. Community members look to their library for vital information and refuge during times of disaster, and conservation professionals work to save, preserve, and share our nation’s stories with us. IMLS funding empowers libraries and museums to touch lives in so many ways.

We continue to learn about and respond to the diverse needs of Americans by collaborating across broad networks, including museum and library colleagues, their partners, other agencies, researchers, and other funders. These collaborations help inform our strategies to meet the evolving needs of these institutions and to provide opportunities that support library and museum professionals. While collaboration takes time and focus, we believe it is an essential component of a strong learning culture, open to validating ideas, building knowledge and sharing results,

This year reflected our increased focus on the opportunities and challenges of small and rural communities, and we’ve made key investments in libraries and museums to build their capacity to meet the unique needs of the people they serve.

We also responded to the needs of tribal communities for broadband access and cultural preservation through two national convenings, in addition to our museum and library grant programs. And we continue investing in workforce development and learning services for people of all ages, skills, and backgrounds, including veterans and people with differing abilities. One of the tenets of our work is to bring community assets—knowledge, expertise, information, relationships, financial, and spaces—together with libraries and museums to help communities flourish.

We continue to evaluate and improve our capacity-building programs to help build organizational stability among museums and libraries and improve ability to respond to changing dynamics within their communities. For example, we’re examining the landscape of capacity-building programs for museums and testing new models for supporting smaller libraries to further build expertise in key service areas.

One of the agency's four strategic goals is achieving excellence and serving as a model agency through effective stewardship of our federal resources. This year, the agency decided to approach meeting this goal using different formats and expressions capturing the past year's work.

In order to align with our FY 2019 momentum to become even more evaluation driven, we have been building new baseline data, milestones, and goals for the future. In addition, we made the strategic decision to provide OMB with an Annual Financial Report (AFR), delivered in November 2019, and this Annual Performance Report (APR), an in-depth look at how we are aligning our strategic priorities with our practice. This format better aligns with the agency's current framing of how our work supports our strategic goals. It also better expresses the re-focusing in FY 2019 of clearly articulating what our work accomplishes and how we know we've made progress: short term outputs, longer term outcomes, achievements and associated measures. In addition, we believe that the APR may increase our transparency and accountability to our stakeholders and ourselves.

We've made essential progress this year by establishing a foundation for new long-term measures of progress and achievement for the future, and I have no doubt the agency will continue building on this throughout FY 2020 and beyond. My thanks to the IMLS team and board, the museum and library fields, their community partners and those they serve, for their hard work and dedication to excellence.

*Kathryn K. Matthew*

Kathryn K. Matthew, PhD, MBA  
Director

## SECTION 1

# Agency and Mission Information

## 1.1 IMLS OVERVIEW AND MISSION

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

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

The agency helps to ensure that all Americans have access to museum, library, and information services. The agency 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. And the agency 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 Freely Associated States through its Grants to States program. The agency's discretionary grants are selected through a highly respected and competitive peer review process, drawing on professionals located across the nation. This work enables museums and libraries located in geographically and economically diverse areas to deliver essential services that make it possible for individuals and communities to flourish.

### STRATEGIC GOALS

#### **Goal 1: Promote Lifelong Learning**

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

#### **Goal 2: Build Capacity**

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

#### **Goal 3: Increase Public Access**

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

#### **Goal 4: Achieve Excellence**

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



Beginning with FY 2019 reporting, IMLS produced an Agency Financial Report (AFR) in November 2019, and this FY 2019 Annual Performance Report (APR) included with its Congressional Budget Justification. The agency has posted both reports on the IMLS website, [www.imls.gov](http://www.imls.gov).

## 1. TRANSFORMING COMMUNITIES

The IMLS Strategic Plan 2018-2022 encompasses the vision of a nation where museums and libraries work together to transform the lives of individuals and communities. The agency targets this through its focused mission to advance, support, and empower America's museums, libraries, and related organizations through grant making, research, and policy development. Our work aligns along the following approaches:

### **Access for All:**

We aim to make our funding opportunities available to a broad range of museums and libraries and supporting direct services provided by individual museums and libraries. In addition, we realize we must also support leadership institutions, coalitions, research and policies to help reduce the systemic barriers that make it difficult to access museum, library, and information services, and strengthen and align systems that can create pathways of opportunity. We strive not only to fund programs but also work intentionally to understand root causes and upstream barriers and strengthen the systems that can mitigate them. We take a strong, proactive approach. We invest in key institutions and make multi-year grants to allow for ambitious goals. When appropriate, we explore program-related investments that synchronize with investments of other players within the same priority areas. We seek solutions that bring about enduring change.

We are committed to access and inclusion as core principles interwoven throughout the fabric of the agency and as a lens that guides us both internally and externally in how we do our work. With an understanding that the most vulnerable communities are those disproportionately impacted by systemic barriers, we strive to elevate those voices and the museums/libraries of those

impacted by disparities across race, gender, and class lines to support long-lasting social change. Fundamental to our approach is making sure that people with lived experiences are at the center of collaborative efforts to improve library and museum service delivery systems. We seek to learn from and continue to adapt these principles as part of an ongoing journey with the museum/library sector, their communities, partners and stakeholders.

### **Communication and Inquiry:**

The agency sees its role as catalyzing and sustaining change at the local, regional and national levels. We use our voice in the field to promote what we have learned and heard to be successful approaches, driving policy and practices in pursuit of stronger systems. Our program staff are leader experts and facilitators that may convene diverse stakeholders, educate policymakers, or build co-investor partnerships. Through such dialogue, we share what we are learning but also seek innovative ideas or opportunities to advance our goals. One of our most important roles is to reflect the many voices of those we serve, and to bring other funders and supporters to shared tables around common goals.

### **Collaboration and Networks:**

Recognizing that we do not have all of the answers, all of the funds or all of the capacity to achieve our goals alone, we seek partners beyond our grantees and sector-specific cooperators. We seed and strengthen coalitions that develop ambitious visions, apply collective knowledge, and measure shared goals. We work to shift public dialogue and policy, develop solutions that are scalable, and leverage and align public and private funding. Other funders and public stakeholders working in the communities in which we serve are invaluable assets for shared learning opportunities and combining resources to promote sustainability. Our staff recognize that collaboration with vibrant networks to share solutions and lessons learned and coordinate funding is vital to our work. As such, core to our strategies is the engagement of these entities through regular convenings, offering a trusted

space for an exchange of ideas, identification of challenges, and effective movement building.

With a focus on shaping community policies, access and learning environments, the agency expands from bringing about change within a single museum or library to a broader focus outward to effect change across a range of community settings (such as child care centers, neighborhoods, places of worship, YMCAs, hospitals and schools). Our work related to this strategy involves supporting change in two ways: contributing our expertise about how library and museum services are provided and our understanding of different community conditions that influence those services.

### **Capacity-building and Professional Development:**

We seek to improve the effectiveness of grantee organizations, their leaders, front-line practitioners and volunteers in both technical competencies and relationship skills. In order to identify the opportunities to best achieve desired outcomes, we may undertake scans or studies of current practices and identify tools or approaches that could strength the library and museum sector. To amplify our investments in capacity-building we value increased communication, cooperation and collaboration between grantees, funders, partners, researchers, and policy decision-makers. Part of our investment in capacity-building is to support increased access to and use of data, programmatic, and policy resources to advance the plans, strategies and practices of museums and libraries.

The agency views capacity-building as a process to maximize the existing strengths and assets of an organization through improvements to foundational elements such as program and evaluation infrastructure, staff development, and organizational decision-making. Helping to build the capacity of museum and library as organizations produces a two-pronged benefit: it increases the effectiveness of their programs and services focused on the local residents' well-being; and it improves the ability of these organizations to address community or systems-

level issues through collaborations, dialog and co-creation. The agency's landscape for capacity-building investments crosses museum/library networks, single organizations, and sub-sectors/disciplines. The common aim is to help foster sustainability, aspirations, openness to change and a culture of continuous improvement. (Such efforts may be grounded in combination of Elevating Promising Practices, Dissemination, Professional Development, and/or Access for All.)

### **Co-Learning and Dissemination:**

We work with our grantees and partners not only to inform what needs to be accomplished but to collectively assess how we are progressing toward achieving shared goals. In working to address "grand challenges," an explicit learning agenda ensures that we learn from and adapt to our successes, developments on the ground, and sometimes unexpected challenges. Learning from available data, stakeholders and our partners in the field helps us to drive resources most efficiently to where they are needed. We engage external partners within and outside our sector to help facilitate program evaluation and contextualize the results with our sectors and their communities. We recognize that evaluation is not only about the measurable outcomes we seek from our investments but also about the way we work and how effective we are as a partner and advocate. We believe the evaluative process provides us with a vital assessment of how we work, what we learn, and how we can adapt. We believe that strategy development, execution, measurement, and adjustment are part of a continuous cycle. Dissemination of agency learnings (sharing our funded work, trends we see, data we collect) combined with Elevating Promising Practices are another way to support our sectors.

Our overarching approach employs three key and intentionally interrelated currents to achieve impact.

Supporting individual grantee programmatic services that allows the agency to sustain and test both recognized and emergent approaches.

Investing to strengthen systems-support efforts to scale programmatic solutions, improve public policy and infrastructure, and drive other funders, providers and public leaders to invest resources and improve efficiencies toward shared goals.

An approach of gleaning knowledge developed through IMLS grants, integrating it with previous information, and disseminating the results helped build a culture of continuous learning and adaptation at the agency.

## 1.2 VISION AND VALUES

IMLS **envisions** a nation where museums and libraries work together to transform the lives of individuals and communities.

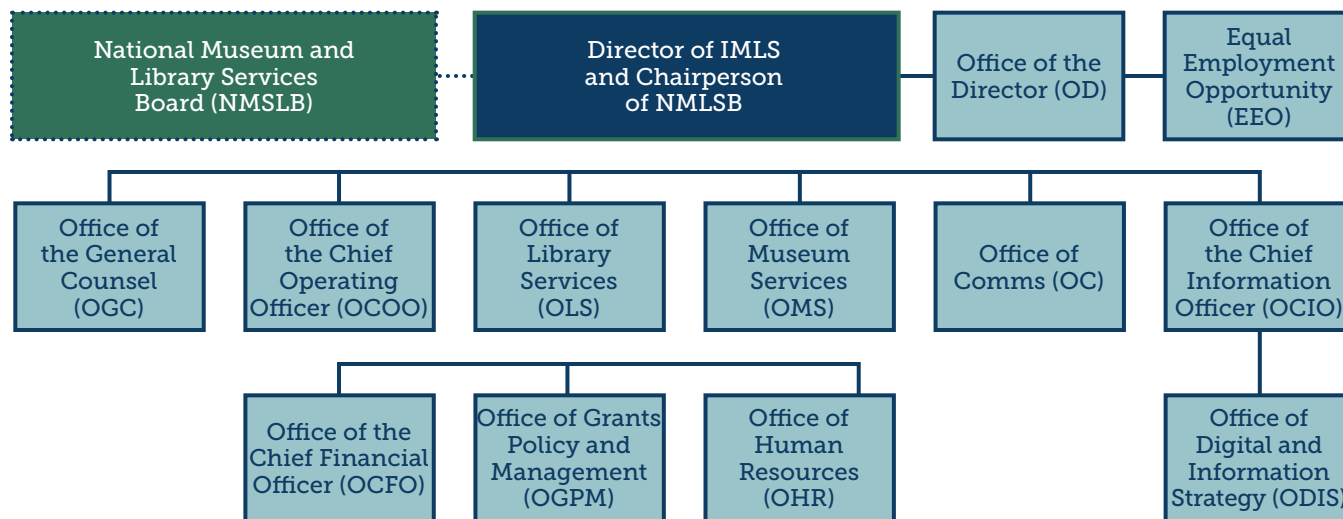
The **mission** of IMLS is to advance, support, and empower America’s museums, libraries, and related organizations through grantmaking, research, and policy development.

### IMLS’S VALUES

<p><b>Integrity</b> We uphold the public trust.</p> <p><b>Community</b> We make a difference for museums, libraries, and all the communities we serve.</p> <p><b>One Team</b> We commit to collaboration, accountability, and mutual respect in our work together.</p>	<p><b>Excellence</b> We strive for exceptional results in our work to empower museums and libraries.</p> <p><b>Innovation</b> We foster an attitude of discovery, driving new and practical solutions.</p> <p><b>Stewardship</b> We care for and enhance the resources and knowledge entrusted to us.</p>
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## 1.3 ORGANIZATIONAL STRUCTURE

**IMLS Organizational Chart**





## SECTION 2

# Strategic Goals and Objectives

When IMLS was established by the Museum and Library Services Act of 1996, bringing together federal programs dating back to 1956, lawmakers recognized that libraries and museums in the United States 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’s strategic goals and objectives are outlined in *Transforming Communities*, the IMLS Strategic Plan 2018–2022. This plan, developed with input from our stakeholders, frames how we envision meeting the essential information, education, research, economic, cultural, and civic needs of the American public over the next five years.

Strategic Goal / Objective	FY 2019 Status
<b>GOAL 1. PROMOTE LIFELONG LEARNING. IMLS SUPPORTS LEARNING AND LITERACY FOR PEOPLE OF ALL AGES THROUGH MUSEUMS AND LIBRARIES.</b>	
Objective 1.1 - Enhance library and museum resources that foster early, digital, information, health, financial, media, civic, and other types of literacies.	Met
Objective 1.2 - Support cross-disciplinary and inquiry-based methods of learning within museums and libraries.	Met
Objective 1.3 - Invest in library and museum programs that focus on continuous learning for families and individuals of diverse cultural and socio-economic backgrounds and needs.	Met
Objective 1.4 - Leverage the distinct role of museums and libraries as trusted sources of information.	Met
<b>GOAL 2. BUILD CAPACITY. IMLS STRENGTHENS THE CAPACITY OF MUSEUMS AND LIBRARIES TO IMPROVE THE WELL-BEING OF THEIR COMMUNITIES.</b>	
Objective 2.1 - Support the recruitment, training, and development of library and museum staff, boards, and volunteers, helping to grow a skilled, professional workforce.	Met
Objective 2.2 - Encourage library and museum professionals and institutions to share and adopt best practices and innovations.	Met
Objective 2.3 - Identify trends in the museum and library fields to help organizations make informed decisions.	Met
Objective 2.4 - Promote the ability of museums and libraries to serve as trusted spaces for community engagement and dialogue.	Met
<b>GOAL 3. INCREASE PUBLIC ACCESS. IMLS MAKES STRATEGIC INVESTMENTS THAT INCREASE ACCESS TO INFORMATION, IDEAS, AND NETWORKS THROUGH LIBRARIES AND MUSEUMS.</b>	
Objective 3.1 - Support the stewardship of museum and library collections at institutions of all types and sizes.	Met
Objective 3.2 - Invest in tools, technology, and training that enable people of all backgrounds and abilities to discover and use museum and library collections and resources.	Met
Objective 3.3 - Invest in policies and partnerships that address barriers to accessing museum and library collections, programs, and information.	Met
Objective 3.4 - Increase access to IMLS, museum, library, and community knowledge through effective communications.	Met
<b>GOAL 4. ACHIEVE EXCELLENCE. IMLS STRATEGICALLY ALIGNS ITS RESOURCES AND RELATIONSHIPS TO SUPPORT LIBRARIES AND MUSEUMS NATIONWIDE.</b>	
Objective 4.1 - Attract, develop, and engage an effective and dedicated workforce, fostering innovation, collaboration, and learning.	Met
Objective 4.2 - Invest in tools, technology, and training that enable people of all backgrounds and abilities to discover and use museum and library collections and resources.	Met
Objective 4.3 - Invest in policies and partnerships that address barriers to accessing museum and library collections, programs, and information.	Met
Objective 4.4 - Increase access to IMLS, museum, library, and community knowledge through effective communications.	Met

## SECTION 3

# Summary of Performance in FY 2019

This section provides the President, Congress, and the American public with a snapshot of how IMLS is working toward accomplishing its mission. The FY 2019 Annual Performance Report (APR), a first for IMLS since its shift from the Performance and Accountability Report (PAR) format, highlights the key goals reflected in the 2018 -2022 Strategic Plan. The APR highlights IMLS's success in meeting key performance measure targets in FY 2019, presents the highest-level outcome-oriented measures available, and reports on the accomplishments achieved during the 2019 fiscal year.

Prior PARs have reported the number of grants awarded by program, applicant pool, etc. (add other PAR metrics). As IMLS transitions from the PAR to APR reporting, we will continue to improve our ability to track our performance goals and specific objective targets. In the Section 3 of the APR that follows, we provide information where available.

The table below presents a brief overview of IMLS's grantmaking over the past few fiscal years and includes aggregate FY 2019 baseline data from the agency's grantmaking activities.

## Summary of FY 2015 – FY 2019 Grants and Cooperative Agreements

Total Awards by Category	FY 2019 awards / applicants	FY 2018 awards / applicants	FY 2017 awards / applicants	FY 2016 awards / applicants	FY 2015 awards / applicants
OFFICE OF LIBRARY SERVICES					
Grants to State Library Administrative Agencies (LSTA Formula Grant)	63 / 63	63 / 63	62 / 63	63 / 63	63 / 63
National Leadership Grants—Libraries	50 / 83 / 155*	79 / 187 / 323*	78 / 185 / 302*	35 / 45 / 181*	27 / 267
Laura Bush 21 <sup>st</sup> Century Librarian	32 / 45 / 96*	42 / 53 / 174*	36 / 59 / 122*	33 / 53 / 177*	35 / 121
Accelerating Promising Practices for Small Libraries	30 / 144	Special funding opportunity launched	NA	NA	NA
Native American and Library Services Basic Grants (non-competitive)	188 / 188	179 / 179	195 / 200	227 / 229	214 / 214
Native American Library Services: Enhancement Grants	21 / 33	21 / 31	16 / 26	14 / 52	13 / 42
Native Hawaiian Library Services	3 / 3	3 / 4	4 / 6	3 / 7	4 / 5
Sparks! Ignition Grants—Libraries	NA	NA	NA	16 / 62	21 / 66

Total Awards by Category	FY 2019 awards / applicants	FY 2018 awards / applicants	FY 2017 awards / applicants	FY 2016 awards / applicants	FY 2015 awards / applicants
OFFICE OF MUSEUM SERVICES					
National Leadership Grants—Museums	15** / 78	31 / 166	34 / 185	16 / 67	20 / 67
Museums for America	112 / 449	133 / 472	132 / 558	206 / 548	202 / 521
Museum Grants for African American History & Culture	14 / 37	26 / 40	16 / 32	17 / 31	17 / 38
Museums Empowered	18 / 62	27 / 110	28 / 147	Special funding opportunity launched	NA
Native American/Native Hawaiian Museum Services	18 / 29	22 / 31	22 / 40	21 / 36	21 / 32
Inspire! Grants for Small Museums	30 / 202	Special funding opportunity launched			
Sparks! Ignition Grants—Museums	NA	NA	NA	7 / 36	6 / 40

\* Two phase peer reviewed process with an open round of preliminary proposals, from which selected applicants are invited to submit full proposals. First number indicates number of awards; second number is applicants to second phase; and the third number is applicants to the first phase.

\*\* Annual Financial Report reported 22 awards as it included seven cooperative agreements that were funded from National Leadership Grants for Museums.

### **SPECIAL FUNDING INITIATIVES:**

The Museum Assessment Program is supported through a cooperative agreement between the Institute of Museum and Library Services and the American Alliance of Museums. It is designed to help museums assess their strengths and weaknesses, and plan for the future.

The Collections Assessment for Preservation program is a joint effort of IMLS and the Foundation for Advancement in Conservation to help small and mid-sized museums better care for their collections.

In FY 2019, more than 140 museums in over 30 states participated in both assessment programs, and over 500 museums in 40 states participated between FY 2015 and FY 2018.

## GOAL 1: PROMOTE LIFELONG LEARNING

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

### MEASURE, MILESTONE OR DELIVERABLE

FY	Targets	Result
2019 (new targets)	<ol style="list-style-type: none"> <li>1. Increase funding of initiatives and projects that promote early, digital, information, health, financial, media, civic and other types of literacies;</li> <li>2. Expand reach of applications and awarded grants;</li> <li>3. Identify and pursue opportunities with partners.</li> </ol>	Baseline data described in the discussion section below

### HIGHLIGHTS

IMLS is setting baselines with FY 2019 data and will update targets for future fiscal years.

Museums and libraries function as community anchors that promote lifelong learning by helping individuals and communities to foster literacies in areas critical to personal, civic and societal development. IMLS enhances resources that foster various types of literacies, such as early, digital, information, health, financial, media, and civic, through its grant portfolio and other activities.

#### 1. Increase funding of initiatives and projects that promote early, digital, information, health, financial, media, civic and other types of literacies:

##### Lifelong learning:

- IMLS added a lifelong learning category to the National Leadership Grant (NLG) program for libraries to address additional work on literacies in FY 2020. In FY 2019, seven of 36 NLG awards had a lifelong learning focus, as well as 10 of 24 FY 2019 awards made under the Laura Bush 21st Century Librarian program. Funded projects range from media literacy training to GIS/geospatial services in libraries and library services for members of the veteran and military communities. For example, one NLG grant to the University of Maryland's iSchool is gathering stakeholders through a national forum and developing material and training for encouraging full participation in the 2020 census.

- The agency also implemented the Accelerating Promising Practices program for libraries, offering a notice of funding opportunity and funding the first cohort. The first year of work established an initial grantee cohort of 30 institutions, as well as mentors and an evaluator.

##### Digital literacy:

- IMLS funded several digital projects through Museums Empowered and National Leadership Grants for Museums (NLG-M). For example, an NLG-M grant project managed by the Games for Change organization will train museum educators in five cities on incorporating gaming techniques to engage their audiences. Results will target the improvement of digital literacy of museum staff and the audiences they will reach.
- The Museums for Digital Learning project, detailed in Objective 1.2, will also provide digital literacy tools from museum collections to K-12 teachers and students.



### **Civic literacy and Community Catalyst Initiative:**

- Understanding the Social Wellbeing Impacts of the Nation’s Libraries and Museums, a study launched in August 2018 and continued in FY 2019, is the first step in a long-term civic literacy initiative. IMLS awarded a cooperative agreement to the Reinvestment Fund, an evaluation firm, to conduct the analysis.
  - » The research seeks to understand the contributions of museums and libraries to wellbeing at the county level across the nation. The 10 dimensions of wellbeing cross economic and social factors, including material standard of living, economic and ethnic diversity, health, school effectiveness, housing quality, civic engagement, the presence of cultural institutions and nonprofit organizations in the community, the environment, and personal safety. The study will identify counties where the presence and utilization of museums and libraries is most strongly associated with different factors of social wellbeing.
  - » Qualitative and quantitative data collection progressed during FY 2019. When the analysis is completed in FY 2020, IMLS will share the findings to help museums and libraries identify gaps and areas where further research is needed.
- An evaluation of the agency’s Community Catalyst Initiative (CCI) was launched this fiscal year. IMLS is assessing CCI’s capacity-building effects within a cohort setting, where grantees come together to receive training, share progress on their projects, and discuss challenges and new insights in working with their local communities. IMLS awarded a cooperative agreement to ORS Impact, a research and evaluation firm.

- The agency also offered five CCI listening session workshops across the country, reaching a broader range of museums and libraries, to further validate the applicability of the tools and resources that can be applied to help improve civic, health, digital, early, and STEM literacies. IMLS published 24 tools and resources from CCI grantees on the IMLS website.

### **2. Expand reach of applications and awarded grants:**

- In FY 2019, the agency launched Accelerating Promising Practices for Small Libraries, a \$1.2M+ special funding opportunity, which provides funding and mentorship to small and rural libraries to develop and implement projects addressing digital inclusion, community memory, and school library transformation in localities ranging from urban neighborhoods, rural enclaves, and tribal lands.
- To proactively expand the reach of applications to museums in remote areas and states from where IMLS has been receiving less applications from museums, the agency offered six regional grants workshops which were attended by nearly 200 attendees out of which more than 65 percent had never applied to IMLS before. IMLS collected benchmark data this year, which can be compared to FY 2020-21 application figures.
- The agency focused on tailoring its resources to provide support for museum grants at national and regional conferences. Prospective, first-time grantees also benefitted from counseling calls to program officers. The table below shows the numbers of new awardees, as defined as those grantees that have not had an IMLS award since at least FY 2015.

Program Name	New Awardee	All FY 2019 Awards
Museums Empowered	6	18
Native American/ Native Hawaiian Museum Services Program	8	18
Museums for America	49	112
National Leadership Grants for Museums	7	15
Museum Grants for African American History and Culture	8	14
Inspire! Grants for Small Museums	20	30

- This fiscal year, IMLS conducted an internal baseline analysis of awarded museum projects between FY 2014-18, identifying 48 projects that were fostering different literacies. This baseline analysis demonstrated that early literacy, science literacy, and visual literacies were amongst the top literacies on which museums are working. The analysis indicated that there is room for growth in other areas, such as digital, media, and information literacy; civic literacy; and cultural and racial literacy. A portfolio analysis of the awards made under FY 2019 is underway to inform future decision-making in these areas.
  - A campaign to increase the reach of National Medals applications is noted under Objective 3.4.
- 3. Identify and pursue opportunities with partners:**
- IMLS participated in Early Childhood Federal Partners Workshop meetings to increase awareness among federal stakeholders working with similar constituencies, such as Head Start through the Department of Health and Human Services, the Department of Education, and the National Afterschool Association—activities will continue in FY 2020.
  - The agency co-hosted the National Tribal Broadband Summit, September 23-24, 2019, with the Departments of the Interior and Education, the Federal Communications Commission (FCC), and the White House's Intergovernmental Affairs and Domestic Policy Council.
    - » The summit drew 250 participants from federal, state, and tribal governments; telecommunications companies; tribal chief information officers, librarians; and other cultural entities. Future targets will measure the number of administration papers and positions that reflect IMLS work on digital inclusion and literacy, and number and types of stakeholders reached.
    - » At the summit, the FCC and other federal agencies, including the United States Department of Agriculture, announced significant new funding that is available to IMLS stakeholders. In addition, the summit and administration publications demonstrate how different sectors must partner to advance digital inclusion and literacy.
  - The agency participated on the White House Broadband Interagency Working Group to amplify and leverage the role of libraries and museums in promoting digital inclusion and literacy, particularly in rural and tribal communities. The Administration's strategies recognize libraries and museums as critical community anchors that support digital inclusion and literacy.
    - » IMLS developed two reports that have been published by the White House American Broadband Initiative, in addition to contributing IMLS content to the government-wide website, [BroadbandUSA.gov](http://BroadbandUSA.gov).

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

### MEASURE, MILESTONE OR DELIVERABLE

FY	Target	Result
2019 (new targets)	<ol style="list-style-type: none"> <li>1. Invest in pilots or promising projects to support cross-disciplinary and inquiry-based methods;</li> <li>2. Advance museums and libraries' cross-disciplinary and inquiry-based methods through communications and coordination with other stakeholders;</li> <li>3. Represent needs of museum and library sectors in advancement of Open Educational Resources (OER) policy.</li> </ol>	Baseline data described in the discussion section below

### HIGHLIGHTS

IMLS is setting baselines with FY 2019 data and will update targets for future fiscal years.

Supporting cross-disciplinary and inquiry-based methods of learning within museums and libraries is critical to promoting lifelong learning. As with much of the data in this report, this objective features activities that helped the agency set baseline data and measurements.

#### 1. Invest in pilots or promising projects to support cross-disciplinary and inquiry-based methods.

- IMLS funded the Boston Children's Museum's early learning work—a scale-up of a previous National Leadership Grant that piloted the expansion of this effort to two states. Now, the project will reach a total of six states, representing both an increased investment and increased number of states participating in this work.
  - » The project focuses on professional development training and network building capabilities of museum/library and early childhood providers. It is a national model that not only brings together and strengthens museums and libraries, but also incorporates complementary resources from cross-sector partners like BUILD, who are helping the museum identify early learner providers. A third-party evaluation will assess the impact of the training and network building and provide summative data on number of professionals trained.

#### 2. Advance museums and libraries' cross-disciplinary and inquiry-based methods through communications and coordination with other stakeholders.

- IMLS funded *Museums for Digital Learning*, work that builds capacity of the museum field to work with cross-disciplinary teacher teams and develop cross-disciplinary and inquiry-based digital education resources. The cooperative agreement was executed with Newfields in August 2019, along with the Field Museum and History Colorado, who will develop digital content and educator materials.
  - » Ten educators representing different disciplines, grade levels, and geographic areas were recruited as co-creators to work with the two museums. Awareness was raised in the museum sector about the project at six IMLS regional workshops (190 attendees) and the Museum Computer Network conference (50 attendees). The project is moving steadily and is on schedule slated to end in July 2020.

- The evaluation plan and instruments have received PRA clearance from OMB and are being administered in phases, which will yield evaluation of both the process of multi partner collaboration and pilot products, including the platform. The platform and content development are on schedule, and the project team is planning to build approximately nine digital modules for each grade level strands (elementary, middle and high). Teacher testing of products and platform is slated for the spring of 2020.
- In FY 2019, IMLS awarded a three-year grant to the University of South Carolina to study the impact of collaboratively designed and implemented Guided Inquiry Design (GID) Units on K-12 student learning outcomes. GID is an instructional approach that enables school librarians and classroom teachers to support student-driven inquiry. Forty school librarian-teacher instructional teams will be equipped to implement GID units in their schools over the course of four summers. Researchers will assess the impact of collaboratively designed GID model on student learning outcomes. Study findings will inform the development of an online community of practice to support participants in long-term implementation of GID units.
- This fiscal year the agency added language to the National Leadership Grants for Libraries FY 2020 notice of funding opportunity to invite more grants in the areas of cross-disciplinary inquiry-based practices, promoting and providing lifelong learning. FY 2020 activities will include implementing mechanisms to track the effect of these changes. Future measures will include grant program or special funding opportunities disseminated and number of funded projects that focus on cross-disciplinary, inquiry-based learning by type of grant and by discipline.
- IMLS conducted an internal scan of its awarded museum grants (FY 2014-17) focusing on cross-disciplinary and inquiry-based learning. Further analysis will be concluded in FY 2020, including on:
  - » 39 funded projects focusing on cross-disciplinary and inquiry-based learning through National Leadership Grants for Museums and Museums for America, and
  - » 139 funded projects that uniquely offer inquiry-based and STEM/STEAM learning methods.
- As a key federal partner working with Congress, the agency demonstrated the role of museums and libraries in teaching and modeling inquiry-based methods through making, which emphasizes learning-through-doing (active learning) in a social environment. In FY 2019, IMLS held a Congressional Maker Faire in partnership with the Congressional Maker Caucus and the Nation of Makers.
  - » IMLS co-hosted five fully-booked panels on making which included moderating “Museums and Libraries Take Making to the Community” with the Center for Research on Learning and Technology, University of Indiana at Bloomington, MOXI, and Children’s Museum of Pittsburgh.
  - » Congressional staff outreach and engagement increased this year. Congressional staff attendance at the evening Faire was 227, a record high, and 44 exhibitors, including 13 IMLS grantees, were featured at the event.
  - » New federal partners included US Departments of Energy and Commerce, the Small Business Administration, and Veterans Affairs.

- IMLS offered a one-time special funding opportunity in FY 2016 to support research on educational approaches that make use of the knowledge and skills of community STEM experts. A key goal of the STEMeX program was to create a foundation for reaching children and families from diverse economic, social, and cultural backgrounds.
  - » In FY 2019, two STEMeX journal articles were submitted by grantees, and findings and resources disseminated at three national conferences.

### **3. Represent needs of museum and library sectors in advancement of Open Educational Resources (OER) policy.**

- IMLS has invested in OER resources for the museum and library fields that continue to provide flexible educational resources to the public. This fiscal year, IMLS completed a scan of the agency's support for OER to understand how IMLS has supported and advanced OER. The scan explored IMLS grants; a convening with National Science Foundation and the US Department of Education (ED); and a playbook for federal programs, created along with US Department of State and ED.
- IMLS participated in the preparation for UNESCO's May 2019 inter-governmental meeting on International Openly Licensed Educational Resources (OER) recommendation. The agency worked to enable educators, librarians, museum professionals, and researchers to ensure the availability of digital assets from a variety of sources to enhance inquiry-based teaching methodologies. IMLS provided comments that were incorporated into UNESCO OER Recommendation, which was adopted by 193 nationals internationally in November 2019 (FY 2020).



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

**MEASURE, MILESTONE OR DELIVERABLE**

FY	Target	Result
<b>2019 (new targets)</b>	<ol style="list-style-type: none"> <li>Increase investment in library and museum programs that focus on continuous learning for families and individuals of diverse cultural and socio-economic backgrounds and needs;</li> <li>Build the capacity of museums, libraries, and their partners to engage with their communities.</li> </ol>	Baseline data described in the discussion section below

**HIGHLIGHTS**

IMLS is setting baselines with FY 2019 data and will update targets for future fiscal years.

Diversity and inclusion in services and programs are increasingly being expressed by the museum and library fields as needs that should be addressed, and IMLS activities during FY 2019 reflected this.

**1. Increase investment in library and museum programs that focus on continuous learning for families and individuals of diverse cultural and socio-economic backgrounds and needs:**

- A significant increase in the number of museum applicants to the Diversity and Inclusion grant project categories, as well as paid internship applications under Museums Empowered, National Leadership Grants for Museums, and Museums for America is a strong indication that the recent strategic focus on diversity and inclusion outlined in the respective funding opportunities aligns with museum sector needs and societal trends.

Museums Empowered	Applications	Awards
<b>FY 2017</b>		
Digital Technology	27	5
Diversity & Inclusion	46	9
Evaluation	30	9
Organizational Management	44	5
<b>TOTAL</b>	<b>147</b>	<b>28</b>
<b>FY 2018</b>		
Digital Technology	20	5
Diversity & Inclusion	35	12
Evaluation	18	5
Organizational Management	37	5
<b>TOTAL</b>	<b>110</b>	<b>27</b>
<b>FY 2019</b>		
Digital Technology	7	2
Diversity & Inclusion	29	8
Evaluation	10	4
Organizational Management	16	4
<b>TOTAL</b>	<b>62</b>	<b>18</b>

- Future metrics will continue to measure the percentage increase in applications that focus on diversity and inclusion in the museum field. Further analysis is planned for FY 2020.

## **2. Build the capacity of museums, libraries, and their partners to engage with their communities.**

- In partnership and with significant increased financial support from the US Department of Education (ED), IMLS collaborated with the New York Hall of Science to expand the scope and scale of Maker/STEM Education Support for 21st Century Community Learning Centers (CCLCs).
  - » IMLS received more than double the amount of funding from ED than it did for a previous phase: \$1.9 million, vs. \$750k in 2017. This provides a greater funding amount for the museum partners to deliver the programs effectively to their constituents.
  - » Museum educators from eight museums and science centers in New York, Pennsylvania, Oregon, Florida, Wisconsin, Arkansas, Texas, and Arizona will train staff at afterschool centers to engage underserved elementary and middle school students in STEM-based making activities.
  - » 38 CCLC sites were assigned and 53 CCLC educators were trained. There will be a longer duration of program implementation over the entire school year, in two cycles, as opposed to just one summer session, which should result in better data collection and measurement.
  - » The project plans for more than double the number of youth to be reached: up to 1,000, vs. 300 and 450 during the last two phases.
  - » The number of museum partners participating across the nation has increased to eight, from the original four.
  - » A comprehensive evaluation plan was submitted to and cleared by OMB in FY 2019. A third-party evaluator will assess the outcomes of the project, including changes in interest, skills, and behaviors related to STEM and making among youth participants.
- Agency staff gathered baseline data in an internal scan of Office of Museum Services–funded projects and identified 260 projects funded from FY 2014-19, focusing on families and individuals of diverse cultural and socio-economic backgrounds and needs, 201 Diversity and Inclusion projects from FY 2014-18, and 16 external Diversity and Inclusion resources gathered. Further data analysis will occur in FY 2020. New metrics will measure the number of open grants and initiatives IMLS has funded in Diversity and Inclusion, number of audiences reached through these grants and initiatives, and gaps and opportunities identified to focus IMLS’s investment further.
- IMLS, through the Community Catalyst Initiative (CCI) grantee meta-evaluation and Accelerating Promising Practices for Small Libraries grantee evaluation, is assessing whether capacity-building trainings and tools focused on using Asset-Based Community Development approaches and cohort learning deeply engage communities and their stakeholders.
  - » The CCI meta-evaluation has produced a Theory of Change to illustrate how museum and libraries can help their communities to thrive and sustain positive change, as well as a set of preliminary findings that reveal how grantees have deeply engaged their communities and stakeholders. Potential grantees and the fields will use this Theory of Change to design future projects focused on enhancing the social wellbeing of communities of diverse cultural and socio-economic backgrounds.
  - » Through five CCI listening session workshops with varied museums and libraries, IMLS validated draft CCI tools and resources, building on the investments with CCI grantees.
  - » In FY 2019, IMLS awarded one cooperative agreement for the CCI meta-evaluation and another for the APP evaluation.

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

### MEASURE, MILESTONE OR DELIVERABLE

FY	Target	Result
2019 (new targets)	<ol style="list-style-type: none"> <li>1. Explore approaches to engaging and sustaining relationships in local communities through the resources of museum and libraries;</li> <li>2. Support a variety of grant projects that intend to use the distinct resources of museums and libraries to build community trust.</li> </ol>	Baseline data described in the discussion section below

### HIGHLIGHTS

IMLS is setting baselines with FY 2019 data and will update targets for future fiscal years.

IMLS engages many strategies to leverage the roles of museums and libraries as trusted sources of information in their communities.

#### 1. Explore approaches to engaging and sustaining relationships in local communities.

- The agency provided professional development and capacity building opportunities for tribal libraries and archives community. This work is leveraging the role of tribal libraries and archives as trusted sources of information in their communities. IMLS entered a cooperative agreement with the Association of Tribal Archives, Libraries, and Museums (ATALM) for 2019 conference. In October 2018, ATALM conference reached 850 people, over 225 tribes were represented as well as 42 states, and 260 presenters provided content. In the future, IMLS will continue to track the number of professional development and capacity building training opportunities provided through this cooperative agreement, and the number of professionals trained.

#### 2. Support a variety of grant projects that intend to use distinct museum and library resources to build trust.

- Tribal libraries' work as culture keepers and community anchors exemplifies libraries' role as sources of trusted information both physically and virtually.
  - » With funding from the Office Library Services Native American Enhancement Grant program, The Jemez Pueblo Community Library & Archives (JPCL&A), in partnership with the Jemez Language Team will be working with young adult tribal members to teach them art of making items that are necessary for participation in traditional Jemez cultural activities, such as ancestral dances and traditional games. These lessons will be digitally archived by the young adult tribal members under the supervision of the Jimenez Language Team. This effort will serve improve youth participation in tribal activities, and maintain Jimenez traditions and ways of life for future generations

- » The Fort Belknap Indian Community Council's Aaniiih Nakoda College Library (ANCL), which serves as the public library for the Fort Belknap reservation and the academic library for Aaniiih Nakoda College, in collaboration with community partners and the Fort Belknap Substance Abuse Community Coalition, will address Fort Belknap's substance abuse crisis. ANCL will provide information resources, educational programming, and outreach activities to build awareness, knowledge, and self-efficacy among community members in the areas of substance abuse prevention and treatment.
- IMLS funded two FY 2019 museum grant projects to work toward engaging and building trust with local communities:
  - » The Ohio History Connection will work to empower New Americans to become community leaders and advocates for their communities of origin. The project connects New American leaders with established community resources and fundamental civic education in order to build a base of knowledge that increases their sense of belonging in the larger metropolitan community.
  - » The National Public Housing Museum is training a diverse group of community-based oral historians and implementing plans for an oral history archive of stories of people who lived in public housing. The museum will work with a social justice archivist to develop and present a workshop series with an emphasis on collection, preservation, archiving, and ethics. Participants who complete the training will become part of the Oral History Corps. Museum staff will use the oral histories in a monthly programming series as a catalyst to inform public policy around housing insecurity.

## GOAL 2: BUILD CAPACITY

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

### MEASURE, MILESTONE OR DELIVERABLE

FY	Target	Result
2019 (new targets)	<ol style="list-style-type: none"> <li>1. Fund projects and partnerships that support professional development.</li> <li>2. Invest in the development of resources for the museum and library fields.</li> <li>3. Support the advancement of pre-professional investments in library services.</li> </ol>	Baseline data described in the discussion section below

### HIGHLIGHTS

IMLS is setting baselines with FY 2019 data and will update targets for future fiscal years.

To support the recruitment, training and development of library and museum staff, boards, and volunteers, with the goals of growing a skilled, professional workforce, IMLS awarded grants, built and maintained partnerships with external partners, and brought together key stakeholders to discuss field-wide practices.

#### 1. Fund projects and partnerships that support professional development.

- IMLS funded two awards to Pittsburgh State University and Denver Public Library in August of FY 2019 and added language to the FY 2020 notices of funding opportunity on Diversity and Inclusion.
  - » An FY 2019 grant to Pittsburgh State University will help Hispanic or Hispanic-serving teachers earn an MS with a Library Media emphasis.
  - » A grant to Denver Public library will create replicable staffing models that foster diversity, equity, and inclusion.
- IMLS renewed the cooperative agreement with American Alliance of Museums (AAM) to extend the Museum Assessment Program (MAP) from March 2019 through February 2021.
- The agency launched a communications and outreach plan to connect with potential applicants in remote states and at small museums. AAM accepted 103 applications, and a preliminary analysis found that at least

10 applications are in the 27 target states with low applications.

- » Two new assessments were added in the refreshed version of MAP. 293 peer reviewers signed up for the two new assessments (39 Education and Interpretation, 254 Board Leadership). There were 88 new MAP peer reviewers in FY 2019. Future metrics will include information on the number of museums going through MAP and the number of states and types of museums assisted in the program.
- IMLS was able to achieve its goal of building the capacity of museum professionals to better serve their communities by making some changes in its grant programs. IMLS launched the Museums Empowered special funding opportunity for professional development in 2017 and introduced a specific project category on professional development under National Leadership Grants for Museums (NLG-M) as well as highlighted opportunities for paid internships in the notice of funding language across all museum grants.



- An internal scan of awarded IMLS museum grants that have paid internships or fellowships was conducted, showing a significant number of 36 projects from FY 2017-18 as offering paid internships. These findings were shared at the Museum Studies luncheon at the 2019 annual conference of the American Alliance of Museums about the rise in applications in Museums Empowered and NLG-M that are seeking paid internships.
- Agency grant data from the FY 2019 Museums Empowered grant program and Museum Assessment Program indicate a significant increase in number of museums applying for “organizational management,” which is tied to training and strengthening of workforce at all stages of careers. In addition, IMLS has seen a significant increase since FY 2014 (from 12 to 65 awards) in the number of professional development awards under Museums for America, Museums Empowered, and National Leadership Grants for Museums.
- The Laura Bush 21st Century Librarian Program supports developing a diverse workforce of librarians to better meet the changing learning and information needs of the American public by: enhancing the training and professional development of library and archives professionals, developing faculty and library leaders, and recruiting and educating the next generation of library and archives professionals. In FY 2019, IMLS received 96 applications, 45 second-round proposals, and made 32 awards to achieve this target.

## **2. Invest in the development of resources for the museum and library fields.**

- IMLS hosted 40 attendees at a convening of grantees from the Native American/Native Hawaiian Museum Services program (NANH) to learn about FY 2018 awarded projects in action and for grantees to learn from each other. Future measures will include information on best practices and needs identified through the work. A customer satisfaction survey was collected at the end of the NANH convening to provide insights from grantees. A few highlights from grantee feedback include:
  - » When asked to rate the most useful aspects of the NANH grantee meeting, approximately 92 percent said that “meeting IMLS staff” was extremely useful and approx. 83 percent rated “meeting and networking with other grantees” was extremely useful.
  - » 63 percent rated the NANH grantee meeting “Excellent,” 33 percent rated it “Very Good” and four percent rated it “Adequate.”
  - » When asked what they like least about the NANH grantee meeting, most of the grantee comments mentioned the length of the small group discussions and the presentations (which indicates the value grantees see in conversation with their peers).
- The agency entered a cooperative agreement with the Partnership for Public Good in June 2019. The project is slated to end in May 2020. The goals of the project are to identify potential gaps in the suite of current capacity building offerings such as the Museum Assessment Program, Collections Assessment for Preservation program, and the Standards and Excellence Program for History Organizations (StEPS). A steering committee was formed with eight museum stakeholders. The project will examine other capacity building models outside the museum sector and identify new opportunities and areas for growth. The final deliverables in FY

2020 will include a final report that includes a theory of change framework, opinion survey and interviews with museum stakeholders and cross-sector examples.

### **3. Support the advancement of pre-professional investments in library services.**

- As a part of its library workforce recruitment and training objective, IMLS supported diversity initiatives focused addressing Library and Information Science (LIS) pipeline issues and graduate program experiences. IMLS supplemented Public Library Association Inclusive Internship Initiative (III), a project focused on engaging high school students as paid interns in public library work as a means of introducing them to library and information science as a potential career.
- The agency funded research from the University of Pittsburgh, University of California-Irvine, Queens College and Pennsylvania State University exploring the experiences of underrepresented minority LIS graduate students participating in cohort-based recruitment programs. Case studies of three cohort-based programs will be conducted, and findings will inform a LIS recruitment and retention model that addresses gaps in support and isolation among underrepresented minority graduate students.

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

### MEASURE, MILESTONE OR DELIVERABLE

FY	Target	Result
2019 (new targets)	<ol style="list-style-type: none"> <li>1. Initiate new grantmaking practices that encourage library and museum professionals and institutions to share and adopt best practices and innovations;</li> <li>2. Train professional staff on best practices and innovations on making evidence-based decisions.</li> </ol>	Baseline data described in the discussion section below

### HIGHLIGHTS

IMLS is setting baselines with FY 2019 data and will update targets for future fiscal years.

IMLS primarily uses several strategies to encourage library and museums professionals and institutions to share and adopt best practices and innovations.

#### 1. Initiate new grantmaking practices that encourage library and museum professionals and institutions to share and adopt best practices and innovations:

- Accelerating Promising Practices for Small Libraries (APP), a new funding opportunity in FY 2019, engaged larger numbers of small and rural libraries and encouraged them to share best practices and innovations through three cohorts: digital inclusion, community memory, and school libraries. The new funding opportunity resulted in a significant increase in the number of new applicants from small and rural libraries. The FY 2019 grants were funded in August 2019, and the second notice of funding opportunity was opened in September 2019.
  - » 144 institutions applied and 30 were awarded grants. Future metrics will describe the percentage increase in applicants disaggregated by type.
  - » IMLS also awarded an evaluation cooperative agreement for its APP program; a national evaluation of the APP program will more formally identify best practices to share among other libraries.
- Building upon the projects of competitively selected grantees, the Community Catalyst Initiative's (CCI) grantee meta-evaluation and APP grantee evaluation conducted various assessment activities to determine whether capacity-building trainings and tools focused on using Asset-Based Community Development approaches and cohort learning more deeply to engage communities and their stakeholders.
  - » ORS Impact (CCI meta-evaluation grantee cooperator) completed process tracing and partner mapping for cohorts 1 and 2, revealing promising approaches to effectively partnering with other organizations to collectively address community opportunity areas. Participants in the two convenings of CCI cohorts shared experiences and best practices for asset-informed community engagement. Tools and resources from CCI listening sessions were disseminated to encourage library and museum professionals and institutions to share and adopt proven best practices and innovations.

## **2. Train professional staff on best practices and innovations on making evidence-based decisions.**

- IMLS held its annual Grants to States Conference to help share proven approaches and new ideas from the field. This annual IMLS conference helps formula grantees share and adopt best practices in grants management and library programming. In April 2019, the Grants to States conference had 75 attendees, including 68 representatives from all 50 states, the District of Columbia, Puerto Rico and the Virgin Islands. On a scale of 1 (strongly disagree) to 4 (strongly agree), participants collectively rated the statement “I learned something useful at this meeting” an average of 3.7.
- IMLS held its annual State Data Coordinator (SDC) training meeting for the Public Libraries Survey (PLS) in December 2018. Fifty SDC conference participants responded to a meeting evaluation survey. Of these, 20 percent had one or fewer years of experience, 37 percent had between two to four years, and 43 percent had at least five years. In addition, participants also included IMLS contractors for the PLS and State Library Administrative Agencies survey and two vendors that administer surveys of public libraries in individual states and territories.
- The new cooperative agreement funded through a National Leadership Grants for Museums grant to the Boston Children’s Museum (detailed under Goal 1.2) is an example of a scale-up of a previous National Leadership Grant project that developed best practices. The project will next reach a total of six states and train many more museum and library professionals with best practices and tested approaches.

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

**MEASURE, MILESTONE OR DELIVERABLE**

FY	Target	Result
<b>2019 (new targets)</b>	<ol style="list-style-type: none"> <li>1. Conduct national establishment surveys with goals of increasing accuracy, decreasing respondent burden, expediting data release and increasing use;</li> <li>2. Conduct research to identify trends in the museum and library fields;</li> <li>3. Conduct evaluations and landscape analyses to assess trends and efficacy of grantmaking and other agency practices;</li> <li>4. Expand partnerships for strengthening capacity of tribal cultural institutions.</li> </ol>	Baseline data described in the discussion section below

**HIGHLIGHTS**

IMLS is setting baselines with FY 2019 data and will update targets for future fiscal years.

IMLS uses several strategies to identify trends in the museum and library fields and then share those findings back to organizations to help them make informed decisions.

**1. Conduct national establishment surveys with goals of increasing accuracy, decreasing respondent burden, and expediting data release and use**

- Over the last four cycles of the Public Libraries Survey (PLS), IMLS has made improvements that resulted in reduced reporting burden, increased unit response rates, and faster data releases. The reporting burden has decreased due to efficiencies in the reporting process that allowed respondents to address all edit checks at the same time. The unit response rate has increased in part because two additional territories resumed their reporting of data. The data release timeline has accelerated due to efficiencies in the data processing and review procedures.

Public Libraries Survey	FY 2015 PLS (conducted in FY 2016)	FY 2016 PLS (conducted in FY 2017)	FY 2017 PLS (conducted in FY 2018)	FY 2018 PLS (conducted in FY 2019)
Average Reporting Burden Hours	105.0	95.3	88.2	96.7*
Unit Response Rate	97.6%	97.7%	98.1%	TBD

Public Libraries Survey	FY 2015 PLS (conducted in FY 2016)	FY 2016 PLS (conducted in FY 2017)	FY 2017 PLS (conducted in FY 2018)	FY 2018 PLS (conducted in FY 2019)
Public Data Release Date	Sept 2017	April 2018	May 2019	April 2020 (est.)

*\*The average burden for FY 2018 likely went up largely because of a shift in three states. The agency is assessing whether this was an anomaly or not.*

- In FY 2019, IMLS accomplished the following:
  - » Released FY 2016 PLS annual report;
  - » Released FY 2017 PLS public use data files;
  - » Completed FY 2018 PLS data collection;
  - » Completed and released FY 2016 and FY 2017 PLS data on the Library Search and Compare Tool on [IMLS.gov/labs](https://www.imls.gov/labs);
  - » Administered the State Library Administrative Agency Survey to all 50 States and the District of Columbia, reaching a 100 percent response rate.



## 2. Conduct research to identify trends in the museum and library fields.

- Measures that Matter, a collaboration between the Chief Officers of Chief Officers of State Library Agencies (COSLA), IMLS, and the library field is evaluating public library data collection practices in the United States to inform current and potential approaches to gathering and using library data. In FY 2019, COSLA finalized a study examining state-added questions to the state-level PLS instruments.
- In FY 2019, the agency finalized three studies on 1) exploring the integration of sampling into the PLS; 2) developing strategies for PLS data element modifications; and 3) investigating how to reduce PLS reporting burden.
- The Office of Digital and Information Strategy also piloted evaluative study on workforce development in FY 2019.
- PLS completed six rural library briefs for internal dissemination with IMLS and the Library Statistics Working Group.
- IMLS completed and published a report and data set on the Heritage Health Information Survey (HHIS) that updated information on the status of our collecting institutions' preservation and conservation activities from a similar survey 10 years prior.
- Agency staff completed a comprehensive landscape analysis around key thematic topics aligned with the portfolio's areas and the internal scans of museum grants. The landscape analysis compiled 100 blogs, reports, studies, and research papers from the museum and other related fields to identify gaps and opportunities. The internal scan of awarded projects (FY 2014-18) are being analyzed to assess how IMLS funding for museums addressed needs and trends.

- To help identify ways in which museums and libraries contribute to the nation's well-being, IMLS's Social Wellbeing study was awarded in FY 2018 through a cooperative agreement to Reinvestment Fund. This study examines the contribution of museums and libraries to community wellbeing. At the conclusion of FY 2019, one of four publication briefs had been drafted and 9 of 12 case study vignettes developed. The Subject Matter Experts and Steering Committee groups were active and contributing throughout the entire year.

## 3. Conduct evaluations and landscape analyses to assess the efficacy of grantmaking and other agency practices.

- IMLS supported analysis of FY 2015-17 Grants to States data, including early learning grants and presented findings to LSTA coordinators at IMLS' annual training conference.
- Internal analysis of reviewer comments during Office of Museum Services' panel issue discussions from FY 2017 and FY 2018 was conducted to learn about trends in the field. Reviewers were made aware of IMLS' priorities and learning and professional development opportunities were offered to new reviewers. Critical feedback of reviewers regarding notices of funding opportunity was incorporated into the FY 2018 and FY 2019 notices of funding opportunity.
- IMLS conducted a landscape analysis in six key thematic museum grant areas on Diversity & Inclusion, Museum Professional Development, Learning, Community, Collections, and Digital. The goal was to juxtapose the trends and research findings with the internal scan analyses of funded projects (FY 2014-18) to further align agency grant programs with relevant trends and needs of the field. This analysis will be completed in FY 2020.

#### **4. Expand partnerships for strengthening capacity of tribal cultural institutions.**

- The Tribal Libraries convening provided an opportunity for Native American Library Services grantees to share needs and surface trends in order to make informed decisions and help IMLS expand opportunity for tribal communities.
  - » 58 representatives attended the convening on June 20, 2019, including 24 tribal library representatives. Attendees collectively rated the statement “I learned something useful at this meeting” with strongly agree.

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

### MEASURE, MILESTONE OR DELIVERABLE

FY	Target	Result
2019 (new targets)	<ol style="list-style-type: none"> <li>1. Increase agency investment in museum and library projects;</li> <li>2. Engage in partnerships to promote museums and libraries as trusted spaces .</li> </ol>	Baseline data described in the discussion section below

### HIGHLIGHTS

IMLS is setting baselines with FY 2019 data and will update targets for future fiscal years.

#### 1. Increase agency investment in museum and library projects.

- The agency awarded 16 Museums for America grants in August 2019 with the aim of promoting the ability of museums to serve as trusted spaces for community engagement and dialogue. Two grant examples include:
  - » The Imagine Children’s Museum is working with community partners to develop the Positive Futures program to support resilience in children who have experienced trauma. The program will focus on two populations--those in kinship care and children who have an incarcerated parent or loved one. A taskforce of museum staff and community partners will incorporate the experiences learned in a previous pilot program by adding elements to specifically address social emotional and core life skills. The museum will also develop a playbook for other children’s museums interested in offering similar programs for their communities.
  - » The New York Botanical Garden will collaborate with the James J. Peters Veterans Administration Medical Center Resilience and Wellness Center to create a new horticultural therapy intervention for veterans. The Garden will create multi-session programs for veterans that are designed to reduce symptoms of social isolation and foster healthy and active lifestyles. A licensed horticultural therapist will facilitate a series of sessions, each consisting of four weeks of seasonally based activities that include planting, seed starting, watering, weeding, cooking, and nutrition education. Serving groups of eight to 10 individuals per session, the project will serve up to 300 veterans. The garden will create a scalable program model for other organizations to support veteran populations with wellness opportunities using horticultural resources.
- The National Student Poets Program is the nation’s highest honor for youth poets presenting original work. This partnership between IMLS and the Alliance for Young Artists & Writers recognizes student poets’ achievements at the national level and highlights the importance of literacy. Each year, a national panel of literary luminaries selects five National Student Poets from gold and silver national medalists in the poetry category of the Scholastic Art & Writing Awards. The young poets, nominated while in grades 10 and 11, are appointed at a special ceremony in August in Washington, DC. During their year of service, the poets lead readings and workshops at libraries, museums, and schools, and participate in a range of regional literary and arts events.
  - » In FY 2019, the 2018 Class of National Student Poets helped amplify the purpose of library and museum spaces as sources of trusted spaces for community engagement and dialogue during their National Poetry Month travel to seven states (Kansas, Missouri, West Virginia, Maine, Oklahoma, and California).

- » For their summer community service projects, Darius Atefat-Peckham focused on poetry about grief and bereavement, and he conducted workshops in Salt Lake City, UT in partnership with the National Alliance for Grieving Children.
- » Daniel Blokh developed a project in response to synagogue shootings and visited Jewish summer camps throughout the Southeast region, leading poetry workshops and identity and prejudice.
- » Alexandra Contreras-Montesano partnered with the Young Writers Project online and in Maine to highlight young, diverse American poets in workshops centered on activism and inclusiveness.
- » Heather Laurel Jensen launched the first Arizona Youth Poet Laureate program to support her fellow poets and focused her community service project on youth activism.
- » Ariana Smith focused on amplifying black femme and queer voices in Compton, CA.
- » In FY 2019, the agency increased its investment in the cooperative agreement with the Alliance for Young Artists & Writers by \$50,000 to \$247,580. This enabled more than 20 alumni poets to travel and perform at the appointment ceremony in Washington, DC, and have it broadcast to libraries and museums.
- » The 2019 Class of National Student Poets announcement goals were to generate nationwide coverage for the National Student Poets Program Class of 2019 announcement, and garner local media support to launch the visibility of individual poets within their regions. This resulted in:
  - 85 pieces of coverage;
  - 543M online impressions, the combined total number of people who visited the websites where coverage was achieved;
  - 157,000 estimated coverage views;
  - 1,900 social shares.
- Libraries and archives not only serve as stewards of our nation's knowledge and collections, but also as trusted spaces for community engagement and dialogue. The Accelerating Promising Practices for Small Libraries, Community Memory category centers on engaging local communities in the collection, documentation, and preservation of their local histories, experiences, and identities. Proposals included events and programs to digitize materials related to community histories, such as photographs, artifacts, or texts, or oral history projects that involve community members in the documentation and preservation of local histories. Awarded grants included:
  - » The Jacquith Public Library in Vermont, in partnership with the Marshfield Historical Society, will bring together young adult and older adult residents in mentee/mentor relationships to discuss and capture the Town of Marshfield's past and hopes for the future. Intergenerational dialogues and narratives will be contextualized through artifacts, and photographs from the Historical Society collections, and contributions from interviewees and community members.
  - » The Southern California Library, an independent neighborhood library and community archive in the Harvard Park area of South Los Angeles, will document and archive the experiences of residents through interviews, and collection of community artifacts to produce a print and web-based graphic novel. The graphic novel and archive will build on the neighborhood's 45-year history; chronicling residents' cultural practices of survival and living with violence and harm. It will also create opportunities to further engage in discussion around critical community issues.

## **2. Engage in partnerships to promote museums and libraries as trusted spaces.**

- The Community Catalyst Initiative (CCI) grantee meta-evaluation and grantee evaluation for the Accelerating Promising Practices for Small Libraries program, referenced previously, will strengthen museum, library, and community connections.
- The agency's Census 2020 collaboration is an example of helping museums and libraries serve as trusted, welcoming spaces for community engagement and dialogue.
  - » An FY 2019 national forum grant to the University of Maryland iSchool is gathering stakeholders and developing material and training for promoting participation in the 2020 census.
  - » At least 16 state libraries are helping to share Census 2020 information through websites, trainings, and participation in Complete Count Committees. Arizona and Utah are using IMLS Grants to States funds for mini-grants to fund additional devices in local libraries to help them prepare for Census 2020.
  - » The National Civil Rights Museum at the Lorraine Motel also held a recent day of service that featured Census 2020 information.



## GOAL 3: INCREASE PUBLIC ACCESS

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

### MEASURE, MILESTONE OR DELIVERABLE

FY	Target	Result
2019 (new targets)	<ol style="list-style-type: none"> <li>1. Invest in resources that support the sustainable stewardship of collections at institutions of all types and sizes.</li> <li>2. Monitor the adoption and adaption of digital technologies and emerging methods of collections management and care.</li> </ol>	Baseline data described in the discussion section below

### HIGHLIGHTS

IMLS is setting baselines with FY 2019 data and will update targets for future fiscal years.

Collections have been identified as the “competitive advantage” of museums and libraries as they comprise the natural, cultural, artistic, historical, and scientific foundations of our shared heritage and knowledge. Through the careful and responsible management of collections and their associated documentation, the institutions IMLS serves facilitate access to information, ideas, and connections for people of all ages, backgrounds, and interests.

IMLS builds the capacities of museums to do this important work by supporting conservation projects designed to maximize the long-term preservation of collections as well as efforts to strengthen a museum’s ability to manage and shape its collections through curatorial proficiency, the development of well-grounded policies, and project-based technical training for museum staff, volunteers, and interns. IMLS also facilitates the work by museums to be active members of web-based, sustainable systems and networks to make their collections and associated resources more accessible, to facilitate discovery of collections and related information, and to deepen public engagement with those collections.

#### 1. Invest in resources that support the sustainable stewardship of collections at institutions of all types and sizes.

- An internal scan of the museum collections portfolio, which includes National Leadership Grants, Museums for America, Museum Grants for African American History and Culture, Native American/Native Hawaiian Museum Services program, and the Collections Assessment for Preservation program, identified 624 projects funded from FY 2014-18 under collections care. IMLS hired a contractor in September 2019 who will conduct further gaps and opportunities analysis, and the final report is due in August 2020. This data, in conjunction with FY 2019 data, will serve as the baseline moving forward.
- In FY 2019, IMLS awarded a National Leadership Grant to support the Connecting to Collections Care Online Community (C2CC), a community of practice focused on providing information, training, and support for those who care for collections in the United States.
  - » Of interest to small and mid-sized institutions with limited professional development budgets, the program consists of six components: webinars; online courses; in-person workshops; hybrid workshops with both online and in-person components; a discussion forum; and on-demand online resources.

- » C2CC has more than 7,200 registered users and continues to expand its impact with increasing numbers of users and resources. Routine evaluation informs the choices of topics for webinars, online courses, and workshops, and experts in conservation and collections care advise and provide key volunteer services.
- In addition to grants, the agency supported the delivery of technical assistance through the Collections Assessment for Preservation (CAP) program, a cooperative agreement with the Foundation for Advancement in Conservation.
  - » CAP provides small and mid-sized museums with partial funding toward a general conservation assessment, which is a study of an institution's collections, buildings, and building systems, as well as its collections care policies and procedures. Participants who complete the program receive an assessment report with very specific, prioritized recommendations to improve collections care. CAP is often a first step for small institutions that wish to improve the condition of their collections, and it is an important factor in developing the capacity to manage larger projects that are suitable for other IMLS grant programs.
  - » In FY 2019, CAP participants totaled 79 institutions distributed over 35 states.
- IMLS disseminated results from the Heritage Health Information Survey (HHIS) to help museums and libraries understand the state of their collections and challenges. The HHIS Report provided selected updates from the Heritage Health Index of 2004 and assessed the preservation needs of today's cultural heritage institutions with nonliving, tangible, and digital collections. The resulting facts and figures highlight the real need for collections preservation and shine a light on the challenges faced by collecting institutions—most notably, smaller organizations.

## **2. Monitor the adoption and adaption of digital technologies and emerging methods of collections management and care.**

- IMLS invests in several projects that allow adoption and adaptation of technology to manage and enhance access to collections. A few examples of projects funded in FY 2019 by Office of Museum Services grants include:
  - » The Long Beach Museum of Art will create and maintain digital assets focusing on the institution's permanent collection of works by women artists in California, mid-century to present. The project will result in free, online access to 515 digital images via the museum's searchable online web kiosk. The project will provide public access to nearly 70 years of artistic output by California women from 1950 to the present, thereby increasing its visibility and appreciation.
  - » Montpelier will create an online archive of the 2003-08 restoration of President James Madison's historic house. During the restoration, archaeologists and architectural historians produced more than 125,000 photographs, 1,500 drawings, and hundreds of reams of notes that documented the physical evidence used to restore the house to its 1810s appearance. The project team will scan, digitally tag, and link the records to an existing 3D model of the main house, forming a georeferenced database of the restoration. This will be adapted into a web-friendly format using Geographic Information Systems (GIS) software. Museum staff will create a series of online exhibits that highlight compelling case studies from the restoration.

- » The New York Botanical Garden will improve access to information about its living plant collections by streamlining its data collection, storage, and analysis systems. The project will create a new mobile-optimized computer mapping system that will make it possible to share GIS-data driven content and stories with the public. The development of web-optimized search functionality for the collections database will enable staff to more easily collect and input data in the field and query maps for inventory and management purposes. Training for project staff in the use of the new software will be presented through a "train the trainer" approach so they can help other staff, volunteers, students, and interns use the new software efficiently and effectively.

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

**MEASURE, MILESTONE OR DELIVERABLE**

FY	Target	Result
2019 (new target)	1. Prioritize investment in user-centric tools, technology, and training for diverse constituents.	Baseline data described in the discussion section below

**HIGHLIGHTS**

IMLS is setting baselines with FY 2019 data and will update targets for future fiscal years.

Investing in tools, technology and training helps enable people of all backgrounds and abilities to discover and use museum and library collections and resources. To achieve this objective, IMLS prioritized investment in user-centric tools, and used specific funding mechanisms to fund proposals that explicitly included tools, technology, and training.

**1. Prioritize investment in user-centric tools, technology, and training for diverse constituents.**

- Through its grantmaking, IMLS is supporting work in these specific areas and will develop a baseline for measuring them.
  - » IMLS funded 51 projects in FY 2019 to build capacity and discover and use museum collections.
  - » In partnership and with significant increased financial support from the US Department of Education, IMLS collaborated with the New York Hall of Science (NYSCI) to expand the scope and scale of Maker/STEM Education Support for 21st Century Community Learning Centers (CCLCs). Through this program, IMLS provides training, tools and resources to museum staff and after-school providers that enable them to better engage underserved youth. Since May 2019, 38 CCLC sites were assigned and 48 CCLC educators trained.
  - » In the future, IMLS will start collecting information on the people accessing museums and libraries to better measure the impact of IMLS grant funding.
- Through internal analysis of 441 museum projects related to collections, IMLS identified over 30 barriers to the use of museum collections and resources. Identifying barriers establishes a basis for fine tuning the agency's approach to investing in tools, technology, and training that will further people's discovery and use of them. IMLS plans to integrate these findings into future grant opportunities.
- The agency updated its Library Search and Compare Tool with a new one, five, and 10-year trend feature, and released FY 2017 data from the Public Libraries Survey.

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

#### MEASURE, MILESTONE OR DELIVERABLE

FY	Target	Result
2019 (new target)	Understand, identify, address, and reduce barriers through partnerships and policies.	Baseline data described in the discussion section below

#### HIGHLIGHTS

IMLS is setting baselines with FY 2019 data and will update targets for future fiscal years.

IMLS uses many strategies to understand, address, and reduce barriers, including identifying and entering into strategic partnerships, and increasing investment in grants and cooperative agreements, and engaging in administration policy initiatives to address this objective.

#### 1. Understand, identify, address, and reduce barriers through partnerships and policies.

##### Supporting Accessibility through Grant Awards:

- Museums for All, one of IMLS's signature programs, allows families with EBT cards to access museums free or at a reduced price, and has shown significant increase in both number of participating museums and number of economically disadvantaged families accessing museums participating in this initiative.
  - » At the close of FY 2019, there were 459 participating museums, serving 2,223,889 visitors, and representing 48 states, the District of Columbia and the Virgin Islands. This was a 46 percent increase in museums participating in Museums for All between FY 2018 and FY 2019, and a 70 percent increase in visitors served. FY 2020 will see the development of a sustainability plan.
- IMLS launched Inspire! Grants for Small Museums program to reduce barriers for small institutions to access IMLS funding. Launched in September 2018, 202 applications were received in the first year from small museums, many of them first-time applicants. 92 applications were received for projects supporting collections stewardship and public access, of which 12 were awarded in FY 2019.
  - » The large number of applications received in the inaugural year of the special funding initiative indicates that IMLS's effort to make federal funds accessible and available for small museums was successful. Only 13 percent of the applications could be awarded based on FY 2019 funds, which shows the gap between the real need and resources. The high number of applications for "collections related" projects, also aligns with the findings of the Heritage Health Information Survey regarding the need for collections care in small institutions.
- Librarians serving Historically Black Colleges and Universities (HBCUs) will be empowered and equipped to lead in the Open Educational Resource (OER) adoption on their campus. Funded through the National Leadership Grant program, South Carolina State University will bring together HBCU librarian/faculty teams for an OER summit, and a series of professional development webinars to reduce financial barriers to textbook access for students.
- Syracuse University, in partnership with Infoplease, will address librarians' knowledge and skills gaps related to the design and delivery of services for patrons with disabilities. Funded through the Laura Bush 21st Century Librarian program, the project will build the capacity of public and academic librarians to meet the needs of patrons



with disabilities and to train library staff in inclusive and accessible library services to meet the needs of patrons with disabilities.

### Supporting Accessibility through Partnerships:

- IMLS developed interagency partnerships in FY 2019 to provide support for libraries and museums to expand digital access and inclusion and remove barriers to museum and library participation.
  - » Events resulting from these partnerships included the National Tribal Broadband Summit on September 23 and 24, 2019, with the US Department of the Interior (DOI) and US Department of Education. The cross-agency partnerships helped surface barriers to digital access and inclusion in tribal communities. Participants had an opportunity to meet other public and private partners within their states. IMLS supported four plenary and seven breakout sessions and a marketplace of opportunities exhibit hall. Three agencies, the US Department of Agriculture, DOI, and the Federal Communications Commission, announced new funding opportunities at the convening.
- Measures that Matter is an ongoing cooperative agreement with the Chief Officers of State Library Agencies to examine, evaluate, and map public library data collection practices in the United States. With additional funding in FY 2019, this cooperative agreement added a new evaluation component that studies potential relationships between public library activities and community outcomes to better inform the public library sector.
  - » The evaluation will focus on library activities related to workforce development, a contributing factor to community wellbeing. It will sharpen the public library sector's abilities to use data in support of or to identify gaps in the ways that services, programs, and collections relate to communities' needs and emergent opportunities.
- In FY 2019, IMLS explored ways that museums and libraries are addressing issues of cross-border exchange of digital content in copyright and intellectual property through a convening. IMLS gathered professionals from throughout the nation on September 20, 2019 to collect and share examples of how museums, libraries, and archives are navigating issues involved in cross-border initiatives, including copyright.
  - » By understanding the challenges associated with navigating these issues, IMLS and other policy makers can contribute meaningfully to efforts to maximize resources and reduce barriers for this type of exchange. Next steps include disseminating case studies that identify what legal barriers are apparent and describe how museums and libraries are addressing them.
- IMLS also hosted quarterly meetings of the Library Statistics Working Group (LSWG), two in person and two virtually. The 13 LSWG members represent five state library chiefs; five state data coordinators; and three researchers (with two vacancies). Through FY 2019, LSWG as a collective body worked on:
  - » Presentation and review of proposed Public Library Survey (PLS) data elements;
  - » Analysis and review of product enhancements to the PLS;
  - » Review and deliberation on policy and administrative improvements to the PLS and State Library Administrative Agencies (SLAA) survey; and

- » Review and deliberation of multiple reports associated with the FY 2017 and FY 2018 PLS surveys and FY 2018 SLAA survey.

**Supporting accessibility by engaging in administration policy initiatives:**

- IMLS provides technical assistance to federal executive agency and Congressional staff about leveraging museum, library, and information services to support digital access and inclusion. In FY 2019, IMLS engaged in the Administration's American Broadband Initiative and National Science and Technology Committee Open Science Committee. The technical assistance provided by IMLS helps ensure that federal programs and activities reduce barriers to digital access and inclusion.
- IMLS also coordinates with other agencies to represent the United States in intergovernmental fora on matters involving museum, library, and information services. This year, IMLS was part of an interagency team implementing The Marrakesh Treaty Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired or Otherwise Print Disabled, which took effect in the United States on May 8, 2019.
  - » IMLS helped draft and negotiate the Treaty which addresses worldwide access barriers, including the lack of accessible works for individuals who are blind, visually impaired, or otherwise print disabled. Many countries lack the necessary copyright exceptions to adapt works to make them accessible, and there is significant duplication in efforts to make works accessible.
  - » The United States joined 88 other nations who have adopted the Treaty which mandates both national copyright exceptions and mechanisms for cross-border exchange of accessible works. The Treaty has already resulted in a significant increase in the worldwide availability of accessible resources.

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

**MEASURE, MILESTONE OR DELIVERABLE**

FY	Target	Result
2019 (new target)	1. Increase access to IMLS funding opportunities and resources through targeted communications campaigns and publications.	Baseline data described in the discussion section below

**HIGHLIGHTS**

IMLS is setting baselines with FY 2019 data and will update targets for future fiscal years.

**1. Increase access to IMLS funding opportunities and resources through targeted communications campaigns and publications.**

**Communications campaign:**

- The agency's signature program to recognize excellence in service to communities, the National Medal for Museum and Library Service, provided an opportunity to reach out to new applicants. The agency launched a communications campaign to encourage overall applications, as well as those from key underrepresented applicant pools, such as those from states who had never applied, federally recognized tribes, research libraries, or African American history and culture organizations. This pilot will serve as a baseline and an example for possible campaigns in FY 2020.

Increase in Applications and Sources from:	
MUSEUMS	LIBRARIES
<ul style="list-style-type: none"> <li>83 nominations received; 81 eligible for review</li> <li>27 states and one territory represented</li> <li>30% increase from 2018</li> </ul>	<ul style="list-style-type: none"> <li>86 nominations received; 85 eligible for review</li> <li>32 states and one territory represented</li> <li>26% increase from 2018</li> </ul>

**Increase in Congressional nominations, press releases and other media coverage on:**

MUSEUMS	LIBRARIES
<ul style="list-style-type: none"> <li>163 nominations from 61 Congressional offices</li> <li>115 media mentions from 36 Congressional offices (42% increase from year before)</li> </ul>	<ul style="list-style-type: none"> <li>219 nominations from 61 Congressional offices</li> <li>122 media mentions from 45 Congressional offices (80% increase from year before)</li> </ul>

**Publications and materials:**

- The Broadband Highlights document was launched in FY 2019, informing the public on libraries, museums, and how IMLS funds projects with these institutions to address barriers to broadband access in the United States. FY 2020 will see the publication of two more "highlights" publications.
- A new brochure on the Office of Library Services, the first of its kind, highlights activities, grants, and goals during FY 2019. It was developed and printed for distribution at conferences and other IMLS events and will be updated in FY 2020. An update to the existing Office of Museum Services brochure was also completed in FY 2019.
- IMLS completed and published a report and data set on the Heritage Health Information Survey (HHIS) that updated information on the status of our collecting institutions' preservation and conservation activities from a similar survey 10 years prior.

- The agency updated guidelines for grantees about reporting requirements for each grant program. The updates include addressing performance evaluation and revising performance management in notices of funding opportunity. New performance forms, both interim and final, were created for the FY 2020 notices of funding opportunity—a significant achievement for IMLS.

**Outreach:**

- IMLS hosted six regional museum workshops in August and September 2019 to communicate about IMLS grant programs in areas that typically provide lower numbers of applications.
  - » The workshops provided greater access to IMLS funds and resources in remote areas or areas with low application numbers, empowered smaller museums and new applicants to apply, provided deeper overview of IMLS agency priorities, special initiatives, and resources, and walked through the nuts and bolts of putting together a successful application, including common pitfalls to avoid.
  - » Taking place in Indianapolis, IN; Sioux Falls, SD; Salt Lake City, UT; Birmingham, AL; Newark, NJ; and Manchester, NH, 190 museum related professionals attended the workshops. Preliminary analysis of the data demonstrates that the targeted outreach effort accomplished its goals:
    - » 100 attendees (nearly 50 percent) traveled from states that have historically sent IMLS low numbers of applications.
    - » Of the 145 workshop attendees that completed the workshop survey, 95 (66 percent) indicated that they have never applied for an IMLS grant before. Most attendees were from small and medium size institutions.

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

**MEASURE, MILESTONE OR DELIVERABLE**

FY	Target	Result
2019 (new targets)	<ol style="list-style-type: none"> <li>1. Improve employee engagement;</li> <li>2. Offer project-based growth and learning opportunities for staff and emerging professionals;</li> <li>3. Strengthen digital infrastructure to provide employees with more effective workplace solutions.</li> </ol>	Baseline data described in the discussion section below

**HIGHLIGHTS**

IMLS is setting baselines with FY 2019 data and will update targets for future fiscal years.

IMLS achieves excellence by attracting, developing and engaging an effective and dedicated workforce, fostering innovation, collaboration and learning.

**1. Improve employee engagement.**

- The agency built upon the last six months' activities (including Crucial Conversations training for all staff) to further strengthen communications competencies throughout IMLS. There is an ongoing focus on defining and actualizing agency-specific parameters for Diversity and Inclusion (D&I) as a means to engage employees, enhancing Equal Employment Opportunity (EEO) and D&I support, as well as inviting D&I practitioners from federal, nonprofit, and the museum and library sectors to speak with IMLS.
- The agency's goal is to track key drivers of employee attitudes, performance, and motivations, and monitor perceptible changes in employee engagement. This will occur through ongoing leadership and supervisory discussions with staff as well as investing in the above activities. This focus is one way that IMLS exemplifies a "learning organization," acting on evidence and responding accordingly, in order to improve our position as one of the best places to work.

**2. Offer project-based growth and learning opportunities for staff and emerging professionals.**

**Internal Professional Development:**

- IMLS assesses progress through various metrics, including tracking the volume of training courses offered to staff. In FY 2019, the agency increased its available funding for staff to engage in training to develop core competencies, such as communication, leadership, and technical expertise. IMLS has also offered agencywide in-house training to develop the communication and collaboration skills of staff.
- IMLS fostered better collaboration across offices by sharing insight from IMLS activities through Brown Bag Lunch opportunities. In FY 2019, Office of Library Services' staff presented a brown bag on Grants to States site visits, attended by 20 staff, and Office of Museum Services staff organized a presentation from the Association of Children's Museums (ACM) on their NLG-M Rapid Prototyping Grant to understand the economic impact of children's museums.



- With the aim of engaging in more efficient grant making at the organization level overall, IMLS updated the operational grant policies and procedures for IMLS and created standard notice of funding opportunity templates and forms for consistency across both program offices and the implementation of eGMS, establishing policies, processes and owners to (including potential risk assessment factors) and improving grantee closeout.
- In FY 2019, IMLS updated or established 12 directives and associated policies including Reasonable Accommodations and Personal Assistive Services and Continuity of Operations and Crisis Communications Plans. Directives and associated policies strengthen understanding of resources available to employees and workplace business practices.

#### **Ethics:**

- In FY 2019, IMLS developed an ethics manual and trained 100 percent of supervisors on their roles in carrying out the ethics program. Training for all IMLS staff will continue in FY 2020.
- IMLS has been routinely recognized for the strength of its ethics program. Most recently, the Office of Government Ethics recognized IMLS for successful completion of its Financial Disclosure Program for 2019.

#### **Recruitment, Internships, and Mentoring Activities:**

- To strengthen the agency through diverse and inclusive skills, knowledge and perspectives, IMLS targeted associations, schools and networks to reach broadly including to non-traditional candidates. IMLS also offered career development opportunities onsite and to one to two virtual interns.
- Recruitment training activities for staff in FY 2019 included:
  - » Supervisory forum training on recruitment and hiring processes trained 100 percent of managers and supervisors,
  - » Training all staff on diverse hiring practices and interview panels, and
  - » Leveraging the Communication and Collaboration Working Group (CCWG) of EEO, Office of Human Resources, and Office of General Counsel (OGC) to strengthen understanding of the agency's goals and authorities for recruitment and hiring of a diverse workforce.
- IMLS collaborates with Bar Associations and law schools to enhance dissemination of OGC internship opportunities to increase diversity among the cadre of legal professionals supporting museum and library services. These activities support IMLS's efforts to attract a broader diversity of students to the museum and library professions and provide the experiences they need to succeed within museums, libraries, and the legal profession as whole.
  - » In FY 2019, IMLS participated in a nationwide recruiting program (National Association for Law Placement) to attract legal interns from schools nationwide; IMLS participated in four recruitment fairs in the New York and District of Columbia areas and worked remotely with schools in four other geographic areas to advertise internship opportunities. In FY 2019, the agency hosted seven interns and recruited one post-graduate fellow. In partnership with the Federal Bar Association, IMLS hosted legal interns from throughout the government for a special program introducing them to the work of IMLS.

- IMLS provides learning opportunities through the Office of Museum Services to interns and mentoring opportunities for staff to oversee interns. In addition to staff attorneys mentoring the legal interns described above, the Administrative/Project Specialist had the opportunity to mentor and provide oversight to four programmatic interns in FY 2019.

### **3. Strengthen digital infrastructure to provide employees with more effective workplace solutions.**

#### **Information Services Outreach:**

- IMLS has developed an environment that fosters innovation as exemplified by the implementation of the agency's new electronic grants management system (eGMS). This system will streamline internal processes through automation and interfacing with external systems such as Grants.gov to significantly reduce application processing time and allow the agency to advance its grant awarding schedule.
  - IMLS has produced a new intranet prototype that will be used to support the collection of agency requirements ultimately enabling more effective internal collaboration and information sharing. Overall agency resiliency has improved with the adoption of cloud services and securely enabling access to its administrative functions from anywhere. In FY 2019, IMLS piloted a New intranet ("The Hub"); and moved the Purchase Request system to SharePoint Online. FY 2020 will see additional assessment of workflow needs, recommendations on how to better use SharePoint, additional modernization of the intranet content, staff training, and a roadmap for inter-office content and sharing.
  - IMLS has assessed commercial technology for virtual meetings to improve its collaboration with museums and libraries across the country.
- Cybersecurity:**
- IMLS has met or exceeded the Cross-Agency Priority Goal targets for all 10 of the cybersecurity metrics. The Inspector-General Metrics and independent evaluation of the IMLS information security program concluded that IMLS is "Overall: Effective" and "has gone through extensive efforts in securing the organization." In FY 2019, IMLS completed major improvements to significantly strengthen its overall security posture. IMLS has mitigated key risks identified in an independent enterprise-wide IT assessment by migrating its information resources to interagency shared services and FEDRAMP compliant cloud-based services utilizing IaaS and SaaS models. In particular:
    - » IMLS achieved 100 percent compliance in Credentialing and Authorization domain by requiring IMLS staff to use PIV and/or dual factor authentication to access its information resources.
    - » IMLS enhanced its Audit and Accountability security controls by employing enterprise wide log management tool to receive real-time alerts when an unusual activity on the network is encountered and to efficiently monitor, report on and audit its network.
    - » IMLS implemented auto-detection and prevention of any unauthorized removable media connected to IMLS provided computers.
    - » IMLS upgraded its security appliances to provide high performance, low latency, multilayered security and deep visibility for end-to-end protection across the enterprise network.
    - » IMLS maintains a monthly plan of action and milestones (POA&Ms) and quarterly incident and vulnerability reports, supporting processes for identifying and resolving information security risks on an ongoing basis.
    - » IMLS did not experience any major computer security incidents in FY 2019.

**IT Modernization:**

- IMLS successfully adopted Shared/Cloud based services for the majority of its mission critical applications and network components, which led to better security management by leveraging automation, patch management, and monitoring capabilities provided by the Cloud Service Provider, and higher availability and optimal values for recovery parameters in case of a disaster.

**Agency Risk:**

- The independent audit of our financial statements resulted in the agency receiving a fourteenth consecutive unmodified opinion, with no material weaknesses. This is evidence of the organization's continued emphasis on reviewing and strengthening internal controls in all phases of operations.
- IMLS prepared a grant risk analysis model for individual grants during the performance period to improve both internal processes and predictions of grantee success related to performance management. In addition, a grantee risk assessment/stress tool was used in advance of award by IMLS to inform programs and portfolios. All grants awarded in FY 2019 were tested by the tool; there were no grants issued that were not in compliance with federal financial assistance award requirements.

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

**MEASURE, MILESTONE OR DELIVERABLE**

FY	Target	Result
2019 (new targets)	<ol style="list-style-type: none"> <li>1. Incorporate at least one proven approaches or new ideas into IMLS programs and services on an annual basis;</li> <li>2. Disseminate resources aimed at helping museums and libraries adapt to changing needs.</li> </ol>	Baseline described in the discussion section below

**HIGHLIGHTS**

IMLS is setting baselines with FY 2019 data and will update targets for future fiscal years.

IMLS achieves excellence by adapting to the changing needs of the museum and library fields by incorporating proven approaches and new ideas into IMLS programs and services. IMLS measures progress on this measure through various activities, as described below.

**1. Incorporate at least one proven approaches or new ideas into IMLS programs and services on an annual basis.**

- IMLS partnered with the National Endowment for the Humanities and National Endowment for the Arts in use of a common Grant Management system to efficiently and effectively process grants and move to a digital records system. This modern system provides for improved collaboration with grantees and enables the centralization of IMLS grant related records. Future milestones will capture the number of IThelp tickets tagged eGMS and percentage of programs adopting eGMS.
- In preparation for going live on October 1, FY 2020, IMLS conducted eGMS training and developed desk procedures for major tasks. IMLS also awarded go-live help desk support to ensure a smooth transition between systems. Future measures will include number of staff trained, number of procedures developed, number of records transferred from the agency's legacy database system AAMS, number of gaps identified in the configuration of eGMS, with the end goal of successfully implementing the system across the agency. Throughout the process, IMLS documented all requirements for current and future reports based on AAMS and eGMS; tested, built and enhanced them with goal of meeting agency's needs.
- The Performance and Accountability Report for FY 2018, developed through a cross-departmental effort, was completed and delivered to OMB per regulations on time. Feedback on this process and its content led to the decision to move to an Annual Financial Report and this Annual Performance Report to better define and explain IMLS goals, priorities, and progress.
- IMLS also kicked off an automated Grant Report Processing pilot to help extract key information from final grant reports into a structured data format. A contract was awarded to a vendor to explore the potential for extracting key information from final grant reports into a structured data format. Staff members helped to identify the potential uses of machine learning PDF processing—identifying attachments to easily pull all evaluation reports and pulling summaries with more useful information than initial blurbs. They also provided context so the contractor could understand the purpose and design of the report forms, the variety of ways and formats in which they exist electronically, and the nature of the projects for which they report. Under the direction of the Office of Digital and Information Strategy, the

contractor conducted three pilots to evaluate the feasibility/potential of using automated PDF processing tools to help with extracting text from final reports, separating attachments from reports, and categorizing.

- IMLS awarded a contract to evaluate grants in the Museum Grants for African American History and Culture program to generate credible information findings and recommendations to share back with the field.
- IMLS hosted the annual Grants to States conference that helps the agency share proven approaches with state library grantees and hear feedback that enhances IMLS programs and services. 75 attendees participated in the April 2019 conference, including 68 representatives from all 50 states, the District of Columbia, Puerto Rico, and the Virgin Islands. On a scale of 1 (strongly disagree) to 4 (strongly agree), participants collectively rated the statement: "Material covered was appropriate" a 3.7.

## **2. Disseminate resources aimed at helping museums and libraries adapt to changing needs.**

- Conference attendance helps program staff identify changing needs of the museum and library fields and incorporate new ideas into IMLS programs and services. At these points of contact, staff made stakeholders aware of funding opportunities, engaged reviewers on panel discussions for the benefit of potential applicants, shared best practices through project examples and made attendees aware of reports and resources published by IMLS. The six regional workshops for museum grants offered whole-day guidance to more than 190 attendees (mainly small museums and new applicants) on how to put together an IMLS grant and common pitfalls to avoid. Staff also gathered names of potential reviewers and networked with sector colleagues.

- » Over 1,400 museum and related stakeholders reached through conferences and regional workshops.
- » Agency staff attended 23 conferences in FY 2019 to make presentations, recruit peer reviewers, and identify trends.

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

**MEASURE, MILESTONE OR DELIVERABLE**

FY	Target	Result
2019 (new targets)	1. Increase effectiveness of grant management processes; 2. Enhance grant making opportunities for small cultural institutions.	Baseline data described in the discussion section below

**HIGHLIGHTS**

IMLS is setting baselines with FY 2019 data and will update targets for future fiscal years.

**1. Increase effectiveness of grant management processes.**

- Highlights from FY 2019 include the initiative to migrate the Library State Program Report (SPR) portal operations and maintenance to the cloud. IMLS awarded the contract in mid-September.
- IMLS has made strides in ensuring that grantee reporting forms are Section 508 compliant, which are now fully accessible. All contracts awarded in FY 2019 required the contractor to deliver accessible documents.

**2. Enhance grant making opportunities for small cultural institutions.**

- The following programs and funding opportunities (described in more detail elsewhere in the APR) are focused on small museums and libraries:
  - » Community Catalyst Initiative, supporting a collective impact approach to maximize resources;
  - » Accelerating Promising Practices for Small Libraries and Inspire! Grants for Small Museums; and
  - » Grants to tribes and related organizations.



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

**MEASURE, MILESTONE OR DELIVERABLE**

FY	Target	Result
2019 (new targets)	1. Enter into or successfully sustain partnerships with federal leadership; 2. Enter into or successfully sustain partnerships with nonprofit and private organizations.	Baseline data described in the discussion section below

**HIGHLIGHTS**

IMLS is setting baselines with FY 2019 data and will update targets for future fiscal years.

Partnerships with federal, nonprofit, and private organizations allows IMLS to leverage its resources to better promote the public value of museums and libraries.

**1. Enter into or successfully sustain partnerships with federal leadership.**

- IMLS continued to partner with the US Department of Education (ED) to scale up STEM and Making efforts. A new three-year inter-agency agreement with ED allows IMLS to scale up these efforts to eight states and reach up to 1,000 youth (a significant increase from 450 in FY 2017). The project evaluation will generate quantitative and qualitative data to inform future efforts.
- IMLS also partnered with the US Census Bureau (Census) for 2020 decennial efforts to elevate the important role of libraries and museums in a complete decennial count and prepares library and museum stakeholders with important information. IMLS and Census reached library and museum association leaders through two in-person events, as well as state libraries through a Census 2020 presentation at the Grants to States conference. IMLS, Census, and stakeholders such as the American Library Association participate in monthly calls.
- IMLS through the National Tribal Broadband Summit on September 23 and 24, 2019, with the US Department of the Interior (DOI), ED, and the White House, engaged 250 participants, supported four plenary and seven breakout sessions, and staffed a marketplace of opportunities exhibit hall. Three agencies, the US Department of Agriculture, DOI, and the Federal Communications Commission, announced new funding opportunities at the convening. The cross-agency partnership and Summit helped promote the value of libraries and museums in addressing broadband/digital inclusion gaps and opportunities.
- IMLS engaged in partnerships with external federal agencies including through the Federal Council on the Arts and Humanities, the Cultural Heritage Coordinating Committee, the Federal Historic Preservation Officer, and the US Citizen and Immigration Service. Staff participation on these inter-agency committee helped the agency have a presence and voice on important and related conversations. These forums also helped the other agencies become more aware of IMLS's strategic priorities and work in the related areas.
- IMLS benefits from the knowledge and experience of the members of the National Museum and Library Services Board. One of their critical responsibilities is to advise the director on cross-government collaboration.

Their guidance helps inform IMLS coordination with other Federal agencies and offices. IMLS incorporated cross-government coordination and communication into board planning materials and engaged the Board in cross-government coordination.

- IMLS leveraged the power of the federal government to streamline administrative functions. IMLs entered into agreements with the Department of Transportation for financial reporting and uses the Department of Interior's IBC Payroll processing and distribution system.

## **2. Enter into or successfully sustain partnerships with nonprofit and private organizations.**

- IMLS partnered with the six regional museum associations in planning regional workshops: the Association of Midwest Museums, New England Museum Association, Mid-Atlantic Museum Association, Southeastern Museum Conference, Mountain Plains Museum Association, Western Museums Association. These associations helped IMLS disseminate the workshop information through their newsletters, social media, and conferences, and some of the leaders also participated in the regional workshops.
- The William Penn Foundation was a key partner in the Community Catalyst Listening Session.

## SECTION 4

# Other Information

## 4.1 MAJOR MANAGEMENT PRIORITIES AND CHALLENGES

### EGMS

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In FY 2019, the agency successfully implemented a new grants management system, eGMS. Through the system, IMLS was able to develop new automated workflows to allow staff to gain efficiencies in grantmaking and reporting, supporting the agency's goal of achieving excellence through modernizing systems and improving data delivery. The system also provides direct, secure communication for grantees with IMLS staff, and these changes will improve operational efficiencies, imbed additional controls in our automated processes, and reflect the results of our investments in technology.

The agency drew on the core competencies of our federal partners to implement eGMS in a cost-effective manner, including engaging with the National Endowment for the Humanities in the conversion to the eGMS grants management system. Its launch marked the completion of a multi-year collaborative effort by task forces drawn from all departments.

In FY 2020, the agency expects to benefit from eGMS in all phases of the grant life cycle, from application submission to award close out, and from enhanced reporting that will facilitate IMLS's efforts to support evaluation and research functions.

## 4.2 CROSS-AGENCY COLLABORATIONS

IMLS makes grants in two different areas: the museum sector and library field. However, high-level strategic work and focused initiatives span the agency, and in FY 2019, increased intra-agency collaboration made the most of all our resources.

### COMMUNITY CATALYST INITIATIVE

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Now in its third year, the flagship Community Catalyst Initiative (CCI) challenges museums and libraries to transform how they collaborate with their communities towards improving wellbeing. It seeks to develop robust tools and approaches, expanding on those already in use by community development practitioners, to build capacity in libraries and museums. The multipronged initiative launched in 2016 after an initial scan documented various community engagement activities conducted by museums and libraries.

A cross-sector “town hall” then gleaned deeper insights into capacity-building opportunities and needs expressed by representative museum and library attendees.

All components of this work seek to identify community assets that museums and libraries can leverage and combine with their own unique knowledge, information, and expertise to advance positive community change. The work includes STEMeX (2016), Community Salute (2016), 2017 and 2018 competitive grant awards, and an FY 2019 study on social wellbeing. Given a common, cross agency vision, this Initiative’s efforts have been supported from several IMLS funding sources—libraries, museums, and digital and information strategy.

The Community Catalyst grantees have benefitted from IMLS-funded capacity building and training in Asset-Based Community Development, a methodology for sustainable, self-directed development of communities based on identifying the knowledge, skills, and resources of individuals, resident associations, neighborhoods, and organizations. The grantees have also received training in developmental evaluation which enables them to more easily chart the effects and progress of their work throughout the life of their funded projects. IMLS funded a CCI cohort evaluation to assess the effects of these capacity-building strategies on each grantee, its organization, and its community partners.

In FY 2019, IMLS conducted workshops across five states that drew upon the knowledge of over 150 museum and library leaders to deepen the outcomes of this initiative. These events helped to validate and refine a suite of tools and approaches that IMLS will share in FY 2020 to benefit the practitioners and researchers within museum and library fields more broadly.

Under the umbrella of the initiative, a National Study on Museums, Libraries, and Social Wellbeing was launched in August 2018 to gain a better understanding of the conditions under which museums and libraries contribute to their communities’ wellbeing. This new study, continued in FY 2020, focuses on the essential roles museums and libraries play within their communities in order to help these institutions to identify opportunities for more clearly defining and assessing the impacts of their programs and services. The study will consider wellbeing across economic and social factors including personal health and educational attainment, and the results will serve as a baseline for additional research in this area.

### **NATIONAL MEDAL FOR MUSEUM AND LIBRARY SERVICE**

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The National Medal for Museum and Library Service is the nation’s highest honor for institutions that make significant and exceptional contributions to their communities. Since 1994, IMLS has presented the award to institutions that demonstrate extraordinary and innovative approaches to community service.

In FY 2019, IMLS made 10 awards to five museums and five libraries for their outstanding service to their communities, presented at a ceremony in Washington, DC, in June. Funding for the Medals is shared between the Office of Museum Services and the Office of Library Services, and the program was managed by a cross-agency team.

## 4.3 EVIDENCE BUILDING

IMLS spent FY 2019 continuing to increase its capacity for creating and utilizing evidence to inform grant making and other decisions. The efforts blended monitoring of performance with more systematic evaluations of the agency's signatory grant programs, mixing the expertise and resources of its staff and third parties.

### PERFORMANCE MONITORING

Performance measurement efforts centered around trialing a type of logic model framework that linked activities with results for the agency's strategic plan's objectives. When this planning effort began, the agency had yet to adopt to APR reporting, and the evidence provided in this report consequently represents a baseline. The agency plans to integrate many more discrete quantitative targets into these logic frameworks as part of the effort of assessing the extent to which the completed activities have achieved desired results.

While not fully captured yet in the logic models, the agency continued to advance its capabilities of analyzing its administrative and statistical survey data for planning and administrative pursuits. As three examples:

1. The Grants to States Programs for Libraries, representing approximately two-thirds of IMLS's grant-making budget in FY 2019, had its state and territory partners introduce reporting on a series of standardized outcomes based on beneficiary surveys for a large share of awarded projects. Combing these data with other standardized descriptive fields in this Program's State Program Report has enabled the agency to complete national-level annual assessments of this Program's national portfolio, with staff disseminating the findings, including at a conference of the Program's state and territory partners last April. This work built on these partners' recently enacted five-year plans and completed five-year evaluations.

2. Staff and third parties devoted substantive resources in studying past trends for its discretionary grant programs for museum and library services. These include the completion of an internal baseline analysis of awarded museum projects between FY 2014-18, including grants fostering different literacies, or diversity and inclusion; or grants related to museum professional development, learning, community, and collections.
3. While continuing to achieve response rates in excess of 95 percent on the annual Public Libraries Survey of the nation's more than 9,000 local library systems, IMLS expanded the development of a Public Search and Compare tool used by local officials across the country to use library data for budgeting and planning purposes.

### EVALUATION

IMLS substantially increased its resources and attention to designing and executing an array of evaluations for expanded investigations of its grantmaking activities. The investigations involved baseline needs assessments, process studies, and impact assessments. The approaches were tailored to the circumstances, blending qualitative and quantitative methodologies. The processes adapted to unique circumstances, factoring in variables such as the program's scale and lifecycle stage.

Some evaluations were purposefully designed to complement new initiatives, like the Community Catalyst Initiative. In 2019, IMLS awarded ORS Impact with an evaluation to assess the contributions of the first two cohorts of grantees who received technical assistance from another third party in building capacities to work with other partners on communitywide issues of concern. Similarly, to compliment the rolling out of a new library grant program, Accelerating Promising Practices for Small Libraries, IMLS commissioned a third party to conduct an independent investigation in helping inform this program's future evolution.



Other evaluations were designed to provide an assessment of a more mature program, such as the awarding of a contract to the Urban Institute to assess the first 13 years of investment in the Museum Grants Program for African American History and Culture. In addition, to compliment a series of long-standing investments in capacity

building efforts for museums, IMLS entered into an agreement with the Partnership for Public Good last June that is identifying potential gaps, new opportunities and areas for growth in and outside several prominent capacity building efforts supported by the agency.

## 4.4 HYPERLINKS

1. FY 2019 Annual Financial Report (AFR): [imls.gov/sites/default/files/publications/documents/2019afr.pdf](https://www.imls.gov/sites/default/files/publications/documents/2019afr.pdf)
2. Website: [imls.gov](https://www.imls.gov)
3. Transforming Communities: IMLS Strategic Plan, 2018–2022: [imls.gov/publications/transforming-communities-imls-strategic-plan-2018-2022](https://www.imls.gov/publications/transforming-communities-imls-strategic-plan-2018-2022)
4. Public Libraries Survey (PLS): [imls.gov/research-evaluation/data-collection/public-libraries-survey](https://www.imls.gov/research-evaluation/data-collection/public-libraries-survey)
5. State Library Administrative Agency (SLAA) Survey: [imls.gov/research-evaluation/data-collection/state-library-administrative-agency-survey](https://www.imls.gov/research-evaluation/data-collection/state-library-administrative-agency-survey)
6. Publications: [imls.gov/publications](https://www.imls.gov/publications)
7. Awarded Grant Search: [imls.gov/grants/awarded-grants](https://www.imls.gov/grants/awarded-grants)
8. National Medals: [imls.gov/our-work/national-medal-museum-and-library-service](https://www.imls.gov/our-work/national-medal-museum-and-library-service)
9. Public Library Search and Compare Tool: [imls.gov/labs](https://www.imls.gov/labs)

## 4.5 DATA VALIDATION AND VERIFICATION

For FY 2019, 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' performance measurement objectives.

IMLS required accurate data to assess agency progress towards its strategic and performance goals and to make good management decisions, and IMLS' 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 has put into place a process to further improve performance measurement in FY 2020. 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.