



Annual Performance Report

FISCAL YEAR 2020
FEBRUARY 2021



Table of Contents

Message from the Director.....	3	3. FY 2020 Performance Highlights, Successes, and Challenges	14
1. Agency and Mission Information.....	5	GOAL 1: Promote Lifelong Learning	15
1.1 IMLS Overview and Mission	5	<i>Objectives 1.1–1.4 Detail</i>	17
1.2 Vision and Values	6	GOAL 2: Build Capacity	20
1.3 Organizational Structure	6	<i>Objectives 2.1–2.4 Detail</i>	22
1.4 FY 2018–FY 2022 Strategic Goals and Objectives.....	7	GOAL 3: Increase Public Access	27
2. FY 2020 Performance Summary	9	<i>Objective 3.1–3.4 Detail</i>	29
2.1 Response to COVID-19: CARES Act.....	9	GOAL 4: Achieve Excellence	34
<i>CARES Act Allotments to State Library Administrative Agencies</i>	9	<i>Objective 4.1–4.4 Detail</i>	35
<i>IMLS CARES Act Grants for Native American/Native Hawaiian Museum and Library Services</i>	10	4. Other Information.....	40
<i>IMLS CARES Act Grants for Museums and Libraries</i>	10	4.1 Major Management Priorities and Challenges	40
<i>REopening Archives, Libraries, and Museums (REALM) Project</i>	11	4.2 Cross-Agency Collaborations.....	40
2.2 IMLS Grant Programs.....	12	4.3 Evidence Building.....	41
<i>Cross-Agency Initiative</i>	13	4.4 Hyperlinks.....	41
		4.5 Data Validation and Verification.....	42

Message from the Director



I am honored to present the FY 2020 Annual Performance Report for the Institute of Museum and Library Services.

I have now been at IMLS a full year, and it's safe to say that it isn't exactly how I planned to support museums and libraries as Director. This year--2020--was like no other for all of us, full of challenges, disappointments, and struggles.

But there were some very bright spots, too. I've been struck by the resilience demonstrated by hardworking museum and library staff, the creativity of communities across the country, and the unwavering spirit of service embodied by so many people.

With these unprecedented situations came new opportunities. For IMLS, that meant stewarding an additional \$50 million of Coronavirus Aid, Relief, and Economic Security Act (CARES Act) funds awarded to us to support American libraries and museums; Native American, Alaskan, and Hawaiian communities; and broadband connectivity for people living in rural and tribal areas across the country.

Many K-12 students lack devices to attend school online and complete distance education. Additionally, an achievement gap exists between Native students and their peers; data suggests that the Native students in their program fell even further behind when schools closed because of the pandemic. COVID-19 compounded the existing digital divide facing our nation, and it was our great duty and honor to address this critical gap.

For example, with IMLS CARES Act funds, Susanville Indian Rancheria's Education Program is adapting their tutoring program by providing laptops and digital literacy support to more than 100 students for remote education. The project is also providing coordination between tutors, students, parents, and teachers for more effective student participation and achievement. By meeting the technology needs for students and facilitating training for staff, students, and parents to use platforms such as Google Classroom, Microsoft Teams, and Zoom, they will continue to close the achievement gap.

2020 also highlighted the racial inequities facing African Americans in our nation. There is so much more to do to uplift the stories of Black culture, history, and civil rights, and yet, we can be proud of the work that we've done in just a few years. This year marked the 15th anniversary of our African American History and Culture grants for museums, HBCUs, and cultural organizations.

This year, an FY 2020 grant to the Reginald F. Lewis Museum of African American History and Culture is producing an online archive of interviews highlighting the significant achievements and everyday lives of African Americans in Maryland. The project will result in the digitization of 112 oral history interviews conducted between 2001–2002, as well as 50–75 new ones. These stories will live on in a new website, helping people access the invaluable repository of oral histories related to African American history in Maryland.

And we celebrated our nation's humanity heritage, even in the face of strife and division. Together with the National Park Service, the National Endowment for the Arts, and the National Endowment for the Humanities, we awarded \$12,800,000 in Save America's Treasures grants to fund 42 preservation and conservation projects in 26 states.

The University of Illinois Rare Books and Manuscript Library, for example, is using IMLS award funds to stabilize, clean, selectively repair, and digitize the Gwendolyn Brooks Papers. Gwendolyn Brooks (1917–2000) was a poet and teacher who is widely recognized as one of the greatest American poets of the 20th century.

Even as her own fame and accolades grew, Brooks remained committed to supporting young writers in her community and was a leader in the Black Arts movement in Chicago in the 1960s and beyond. This collection consists of more than 500 boxes filled with manuscripts, drafts, correspondence, scrapbooks, clippings, recordings, photographs, awards, artifacts, notebooks full of personal notes and lists, and several homemade chapbooks of handwritten early poetry.

I continue to be amazed at how impactful IMLS funding and the work of museums, libraries, and communities can move the needle on affecting change, slowly but surely. In times of war and times of peace, we have—and continue to—look to the arts and the humanities, the poetry, history, and literature, as the everlasting symbol of American endurance and the soul of our very nation whose importance cannot be overstated.

We've done so much this year, and I'm immensely proud of IMLS—not in spite of the pandemic, but on top of it. We've risen to the challenge and set a high bar for ourselves in the years to come. There are so many successes and stories in this report, too many to list here, so I strongly encourage you to read through it. Our Annual Financial Report, released in November 2020, is also available.

My profound thanks goes out to the IMLS staff for their tireless work, as well as our Board members, and those working for and with libraries and museums across the country. Your stories, commitment, courage, and passion are more important than ever.



Crosby Kemper
Director

SECTION 1

Agency and Mission Information

1.1 IMLS OVERVIEW AND MISSION

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

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

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

IMLS has an expansive reach. The Agency is the largest source of federal funding for libraries in the nation, directing population-based funding to all 50 states, the District of Columbia, the 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.

1.2 VISION AND VALUES

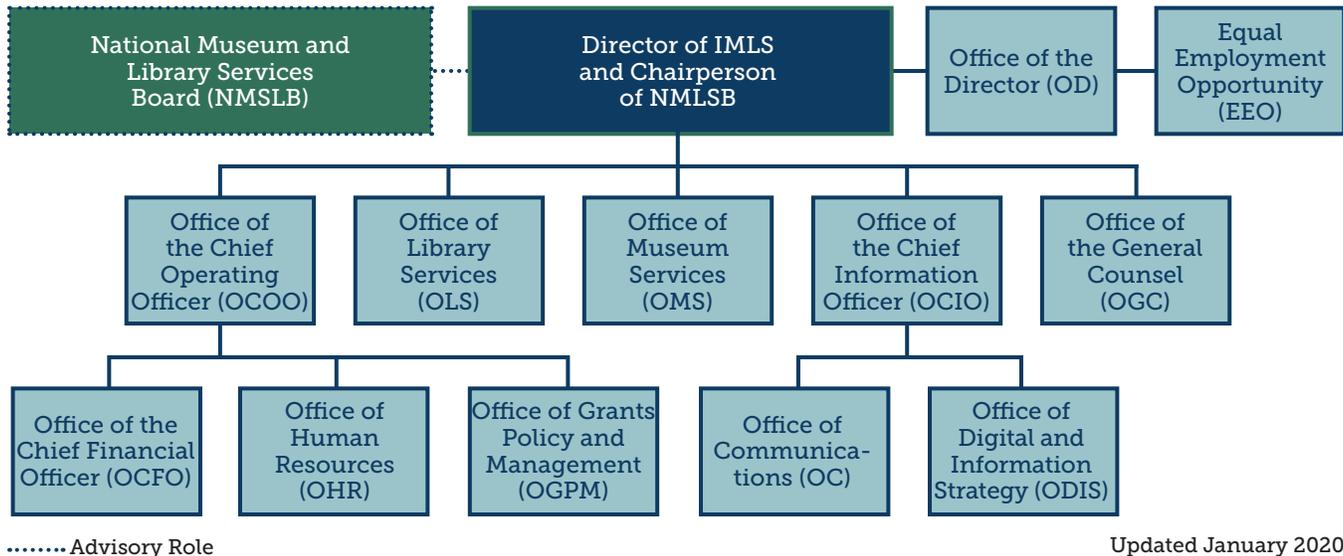
IMLS **envisions** a nation where museums and libraries work together to transform the lives of individuals and communities.

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



1.3 ORGANIZATIONAL STRUCTURE

IMLS ORGANIZATIONAL CHART



1.4 FY 2018–FY 2022 STRATEGIC GOALS AND OBJECTIVES

When IMLS was established by the Museum and Library Services Act of 1996, bringing together federal programs dating back to 1956, lawmakers recognized that libraries and museums 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.

The Agency carries out this charge as it adapts 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 the Agency envisions meeting the essential information, education, research, economic, cultural, and civic needs of the American public over the next five years.

Strategic Goals and Objectives

1. PROMOTE LIFELONG LEARNING.

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

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

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

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

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

2. BUILD CAPACITY.

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

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

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

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

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

3. INCREASE PUBLIC ACCESS.

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

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

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

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

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

4. ACHIEVE EXCELLENCE.

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

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

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

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

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

SECTION 2

FY 2020 Performance Summary

This section provides the President, Congress, and the American public a high-level overview of how IMLS is working toward accomplishing its mission. This FY 2020 Annual Performance Report (APR), the second for IMLS since its shift from the Performance and Accountability Report (PAR) format for FY 2019 reporting, highlights the key goals reflected in the Agency's 2018–2022

Strategic Plan; it also describes IMLS's response to COVID-19's impact on libraries and museums. Section 3 of the APR highlights IMLS's success in meeting key performance measure targets in FY 2020, presents the highest-level outcome-oriented measures and information available, and reports on challenges that may have resulted in unmet targets.

2.1 RESPONSE TO COVID-19: CARES ACT

The Coronavirus Aid, Relief, and Economic Security (CARES) Act designated \$50 million in coronavirus response funding for IMLS. This emergency investment allotment was aimed at enabling libraries and museums to prevent, prepare for, and respond to coronavirus, including by expanding digital network access, purchasing Internet-accessible devices, and providing technical support services to their communities.

CARES ACT ALLOTMENTS TO STATE LIBRARY ADMINISTRATIVE AGENCIES

On April 21, 2020, IMLS distributed the first \$30 million of \$50 million appropriated to the Agency by the CARES Act. The \$30 million was awarded to all 50 states, the District of Columbia, the US territories, and the Freely Associated States using a population-based formula. IMLS directed the State Library Administrative Agencies (SLAAs) to prioritize

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

States and territories were able to use the funds to expand digital network access, purchase Internet-accessible devices, and provide technical support services to citizens to address digital inclusion efforts and related technical

support. Efforts were prioritized using data related to poverty, the Supplemental Nutrition Assistance Program (SNAP), unemployment, and broadband availability.

Early informal CARES Act plans from the states indicated an emphasis on connectivity, including purchasing hotspots, devices with data plans, Wi-Fi extenders and repeaters, and other equipment upgrades. In just five months after SLAAs received the CARES Act awards, a national roll-up of publicly available information showed that 41 of 59 states and territories had already publicized their investments. High-level data as of September 2020 pointed to the following:

- At least 1,775 libraries, 80 museums, and 20 tribal entities reached by CARES Act funds
- Twenty-one SLAAs were offering competitive CARES Act subawards and some with multiple opportunities, for a total of 30 programs
- Six SLAAs were offering non-competitive CARES Act subawards, based on formulas of need or other distribution methods
- 1,750 subawards had already been announced by SLAAs
- 4,000 devices, such as hotspots, laptops, and tablets, were purchased by SLAAs and their subrecipients
- Twenty SLAAs were offering statewide programs and some with multiple offerings, for a total of 32 programs
- Nineteen states had also purchased supplies to help libraries safely reopen their physical spaces, in addition to connectivity efforts

The CARES Act grants represented a significant shift for the Grants to States program in terms of SLAAs finding creative ways to reach museums and tribes, in addition to traditionally eligible libraries. While not all SLAAs had the flexibility to do so, as of the end of September 2020, 11 states had found ways to incorporate museums into their CARES Act grantmaking, and seven states had done the same for tribes. Of the more

than 80 museums reached by the funds, 59 had received direct subawards of their own, which signaled a true sea change for the program.

IMLS CARES ACT GRANTS FOR NATIVE AMERICAN/NATIVE HAWAIIAN MUSEUM AND LIBRARY SERVICES

IMLS established this competitive funding opportunity to support Native American tribes and organizations that primarily serve Native Hawaiians in responding to the COVID-19 pandemic. IMLS encouraged project proposals that primarily addressed digital inclusion, related technical support and training, access to information, rehiring or reskilling staff, and other needs resulting from the pandemic. In late August 2020, IMLS awarded \$1,200,00 to 15 organizations to fund projects supporting Native American tribes and Native Hawaiian organizations in addressing challenges related to the COVID-19 health emergency. IMLS received 100 applications requesting a total of \$9,772,100 for these funds.

IMLS CARES ACT GRANTS FOR MUSEUMS AND LIBRARIES

IMLS established this competitive funding opportunity to support libraries and museums in helping their communities respond to the COVID-19 pandemic. IMLS encouraged project proposals that focused on preserving jobs, training staff, addressing the digital divide, planning for reopening, and providing technical support and capacity building for digital inclusion and engagement while prioritizing services for high-need communities. Applicants that developed projects addressing digital inclusion and related technical support were urged to define high-need communities on the basis of economic indicators—such as poverty rates, Supplemental Nutrition Access Program (SNAP) participation rates, and unemployment rates—and broadband availability and adoption.

The Agency awarded \$13,800,000 in IMLS CARES Act Grants to 68 libraries, museums, and related organizations to support their response to the

coronavirus pandemic. Sixty-four percent of the awards were made to organizations that were designated as museum entities, and many represent projects engaging libraries as partners. Museum award recipients represented a diverse

range of disciplines and institution types, including art, history, science, natural history, institutions of higher education, HBCUs, and others.

IMLS CARES Act Funding	Number of Awards	Number of Applications	Total Amount Awarded
Allotment to SLAAs	59	N/A	\$30,000,000
Awards for Native American/Native Hawaiian Museum and Library Services	15	100	\$1,200,000
Awards for Museums and Libraries, Total	68	1,701	\$13,800,000
Museums	39	1,085	\$8,280,000
Libraries	29	616	\$5,520,000
TOTAL CARES Act Awards	142	1,801	\$45,000,000

REOPENING ARCHIVES, LIBRARIES, AND MUSEUMS (REALM) PROJECT

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

IMLS exercised its fundraising authorities to fund the project. As such, the REALM project was made possible in part with support from the Institute of Museum and Library Services, the Library of Congress, The Andrew W. Mellon Foundation, and the Carnegie Corporation of New York.

The project is conducting laboratory tests to assess the attenuation of SARS-CoV-2 on materials common in libraries, archives, and museums (LAM); assessing emergent published research for applicable scientific information which can be applied to the LAM community risk-based decision making; and providing a website and toolkits in the form of webinars, infographics, videos, and other materials with the goal of informing local policies, operations, and space configuration decisions that support reopening and operations within a SARS-CoV-2 environment. The project website (<https://www.oclc.org/realm/about.html>) contains the status of the project and its publications.

Timeline of High-Level IMLS COVID-19 Activities

Mar 2020	Apr 2020	May 2020	Jun 2020	Jul 2020	Aug 2020	Sep 2020
CDC Webinar		SBA Payroll Protection Program Webinars				
		REALM Phase 1				
			REALM Phase 2			
CARES Act Enacted	CARES Act to SLAAs	CARES Act NOFO		CARES Act Application Review & Awards		

2.2 IMLS GRANT PROGRAMS

In addition to facilitating the CARES Act awards and managing the REALM study, IMLS also performed its mission through its planned grantmaking. In FY 2020, the Agency successfully managed its grant programs,

implementing over 10 grant application processes. The table below presents a brief overview of IMLS's grantmaking activities over the past few fiscal years, including aggregate grantmaking activities.

Summary of FY 2016 – FY 2020 Grants and Cooperative Agreements

Total Awards by Category	FY 2020 awards / applicants	FY 2019 awards / applicants	FY 2018 awards / applicants	FY 2017 awards / applicants	FY 2016 awards / applicants
LIBRARY SERVICES					
Grants to State Library Administrative Agencies (LSTA Formula Grant)	59 / 59	63 / 63	63 / 63	62 / 63	63 / 63
National Leadership Grants—Libraries*	42 / 85 / 155	50 / 83 / 155	79 / 187 / 323 [†]	78 / 185 / 302 [†]	35 / 45 / 181
Laura Bush 21 st Century Librarian Program*	37 / 65 / 113	32 / 45 / 96	42 / 53 / 174	36 / 59 / 122	33 / 53 / 177
Accelerating Promising Practices for Small Libraries	19 / 51	30 / 144	Special funding opportunity launched	NA	NA
Native American and Library Services Basic Grants (non-competitive)	172 / 175	188 / 188	179 / 179	195 / 200	227 / 229
Native American Library Services: Enhancement Grants	23 / 37	21 / 33	21 / 31	16 / 26	14 / 52
Native Hawaiian Library Services	3 / 8	3 / 3	3 / 4	4 / 6	3 / 7
MUSEUM SERVICES					
National Leadership Grants—Museums	19 / 67	15 / 78	31 / 166 [†]	34 / 185 [†]	16 / 67
Museums for America	109 / 345	112 / 449	133 / 472	132 / 558	206 / 548
Museum Grants for African American History & Culture	22 / 58	14 / 37	26 / 40	16 / 32	17 / 31
Museums Empowered‡	21 / 56	18 / 62	27 / 110	28 / 147	Special funding opportunity launched
Native American/Native Hawaiian Museum Services	21 / 28	18 / 29	22 / 31	22 / 40	21 / 36
Inspire! Grants for Small Museums‡	60 / 230	30 / 202	Special funding opportunity launched	NA	NA

* 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.

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

‡ Special funding opportunity within Museums for America.

CROSS-AGENCY INITIATIVE

Now in its fourth year, the Community Catalyst Initiative (CCI) challenges museums and libraries to transform how they collaborate with their communities towards improving wellbeing. The multipronged initiative launched in 2016 after an initial scan that documented community engagement activities conducted by museums and libraries, and seeks to identify community assets that institutions can leverage to enhance their contribution to the community's social wellbeing. In FY 2020, the Agency provided supplements that allowed for deeper understanding of the impact of COVID-19 on the initiative, including additional funds to support the cohort level evaluation of the CCI Evaluation, technical assistance for grantees, and an expansion of the social wellbeing impact study.

SECTION 3

FY 2020 Performance Highlights, Successes, and Challenges

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

With IMLS's transition from the PAR to the APR in FY 2019 came an opportunity to introduce a new performance measurement baseline from which to build the agency's performance measurement work. COVID-19, however, impacted plans across the United States, and IMLS was no exception. IMLS continued to carry out its mission objectives while also responding to the impact of COVID-19 on libraries and museums through dissemination of CARES Act funds.

The sections below outline the goals and priorities of the agency by highlighting key activities under each objective and providing more detail on specific performance and implementation targets, successes, and challenges in tables. Each goal is described through highlights of IMLS successes under each Objective.

This year's APR represents a step forward in IMLS's journey to improve its performance-

based operations and standards. Change is still ongoing as the agency explores ways of tracking metrics and adapting to federal guidance on performance reporting. IMLS is also preparing for the FY 2022-2026 Strategic Plan process that will guide our work through the middle of this decade and position us for the future. IMLS has put into place a process to further improve performance measurement in FY 2021, with the goal of increasing robustness of data collection, analysis and reporting to align with IMLS's strategic objectives in order to increase evidence-building capacity.

GOAL 1: PROMOTE LIFELONG LEARNING

Under Goal 1, IMLS seeks to promote lifelong learning by supporting and funding library and museum projects that foster literacy, support cross-disciplinary and inquiry-based methods of learning, focus on lifelong learning for diverse families and individuals, and leverage museums and libraries' role as trusted sources of information. In FY 2020, IMLS successfully awarded grants to museums, libraries, and related organizations to support this goal despite facing challenges from the COVID-19 pandemic.

Under **Objective 1.1**, IMLS seeks to enhance resources that foster various types of literacies. In FY 2020, the Agency successfully expanded the School Readiness Through Partnerships model to additional states and recruited new museums and libraries to participate. To foster learning potential from IMLS's data assets, the Agency developed and began implementing a data strategy to provide improved transparency and insights across the Agency's data assets. The agency initiated the development of a Data Warehouse and populated it with agency data from FY 2018 and FY 2019. IMLS also initiated the development of a new public-facing website to deliver increased transparency of the Agency grantmaking information, and the site was deployed in FY 2021. In addition, IMLS successfully built upon its efforts to increase attendee recognition of and engagement with the Agency at the National Book Festival, an all-virtual event in FY 2020, receiving media attention from every state in the United States, promoting reading and literacy. The National Student Poets Program also shifted to a virtual event, with more than 750 views of the ceremony at: <https://youtu.be/KWc8amGORCs>. A subsequent Poetry for the Pandemic event featuring the student poets had over 2,300 views.

Under **Objective 1.2**, IMLS works to support cross-disciplinary and inquiry-based methods within museums and libraries. Within the Accelerating Promising Practices for Small Libraries (APP) program, the Agency supported three third-party mentor organizations and an external evaluator for the program. In FY 2020, the Agency awarded seven grants that supported cross-disciplinary and inquiry-based learning methods through the Inspire! Grants for Small Museums program (see the Highlights section). In addition, the agency continued to support the needs of learners by advancing the use of Open Educational Resources (OER) and techniques associated with the "maker" movement through its Capitol Hill Maker Faire.

Under **Objective 1.3**, IMLS plans to increase investment in library and museum programs that focus on continuous learning for families and individuals of diverse cultural and socio-economic backgrounds and need, and to build the capacity of museums, libraries, and their partners to engage with their communities. In FY 2020, the Agency awarded 29 Museums for America grants and four Native American/Native Hawaiian Museum Services grants to projects that support this objective. IMLS also supported the 21st Century Community Learning Centers (21st CCLC) program, reaching over 750 youth in the first round of implementation.

Under **Objective 1.4**, IMLS seeks to leverage the distinct role of museums and libraries as trusted sources of information. In FY 2020, the Agency successfully restarted the National Medals program and engaged with the Semiquincentennial commission to discuss ongoing planning for the 250th anniversary despite facing challenges from the COVID pandemic.

Grant Stories

- With the Boston Children’s Museum (BCM) School Readiness Network, IMLS expanded the model from three to six states and recruited 13 new museums and libraries from all six states. The agency also held a two-day virtual kickoff training and implemented an OMB-approved third-party evaluation, with results due in FY 2021.
- The Jackson Hole Children’s Museum will expand its K–5th grade science, technology, engineering, art, and math (STEAM) programs, which serve more than 1,300 students in Teton County School District #1. The STEAM programs provide inquiry-based, hands-on programming to all K–5 District students in accordance with the Wyoming State Science Standards. An additional 500 students are reached through homeschool groups, summer school, childcare and therapy organizations, and nearby Idaho schools. Each two-hour program opens with interactive, student-centered, scientific method lab stations. Students are then challenged to use newly acquired vocabulary and knowledge to complete a hands-on building project. The program is designed to contribute to increasing science and engineering literacy in the community and to support the development of students’ 21st century skills.
- The Adler Planetarium will expand access to science, technology, engineering, and math (STEM) programs for African American and Latinx Chicago teens through a progressive series of entry-point, introductory, intermediate, and advanced level programs. Students in grades 7–12 will be invited to join teams of scientists, engineers, and educators to undertake authentic scientific research and solve real engineering challenges. In collaboration with schools and community-based organizations, Adler will develop and implement new participant recruitment and retention strategies to reach teens in specific neighborhoods. The initiative will help address the underrepresentation of Latinx and African Americans in engineering.
- The University of North Carolina Greensboro, in partnership with The National Head Start Association and representatives from each of the five Reading Nation Chapters—Crow (Montana), Eastern Band of Cherokee (North Carolina), Lumbee (North Carolina), Northern Cheyenne (Montana), and Santo Domingo Pueblo (New Mexico)—will increase access to literary resources and libraries for Native American children and families. The anticipated outcomes of the project will be increased convenience and access to free, librarian-curated children’s books for Native American children, increased culturally relevant library programming and resources, and the formation of strategic local partnerships between cross-disciplinary organizations working together to improve literacy. In partnership with local and national library associations and community organizations, the project also will develop and disseminate a Native American literacy and library model that can be replicated.
- Papahana Kuaola will develop online cultural, historical, and geography-based units focusing on the geology of Hawai’i. This project will provide formal classroom teachers with a comprehensive standards-based curriculum that is easily accessible to students through Google Classroom and various distance learning platforms. This culture-based literacy project will help students explore Hawai’i through traditional moolelo (stories), mele (songs), huakai (excursions), and hana noeau (art), while connecting to the importance of place and space. A total of 2,350 teachers, students, and their families, including communities on the islands of O’ahu, Moloka’i, and Maui will participate in literacy program activities. The goal is to preserve, practice, and perpetuate Hawai’ian culture, language, and knowledge through increased understanding and appreciation of traditional Hawai’ian literature.
- In response to the COVID-19 pandemic, Susanville Indian Rancheria’s Education Program will shape their tutoring program by providing laptops to more than 100 students for distance education. The project also will provide coordination between tutors, students, parents, and teachers for more effective student participation and achievement. Many K-12 students lack devices to attend school online and complete distance education. An achievement gap exists between Native students and their peers; data suggests that the Native students in their program fell even further behind when their schools closed due to COVID-19. By providing laptops for these students and training for staff, students, and parents to use platforms such as Google Classroom, Microsoft Teams, and Zoom, they will continue to close the achievement gap.

OBJECTIVES 1.1–1.4 DETAIL

	Target	Status	Successes and Challenges	Also supports
1.1	Expand the School Readiness Through Partnerships model to three additional states, increase professional capacity, and expand collaboration with the BUILD Initiative.	Progress Made	<p>Successes: IMLS expanded the model from three to six states and recruited 13 new museums and libraries from all six states. The agency also held a two-day virtual kickoff training and implemented an OMB-approved third-party evaluation, with results due in FY 2021.</p> <p>Challenge: Project timeline delayed due to the pandemic.</p>	
1.1	Amplify IMLS investment results.	Met	<p>Success: IMLS developed a data strategy with the aim of providing improved transparency and insights across the Agency's data assets. The Agency initiated development of a Data Warehouse and populated it with agency data from FY 2018 and FY 2019. IMLS also initiated the development of a new public facing website to deliver increased transparency of the Agency grantmaking information, and the site was deployed in FY 2021. Further, a project to better share the results of IMLS grants with digital products was approved and work will commence in FY 2021. IMLS also validated that there is a data sharing requirement that is incorporated into the Agency's NOFOs.</p>	
1.1	Distribute formula-based awards to all 50 states, the territories, and Freely Associated States through the Grants to States (G2S) program for library services that support lifelong learning, digital literacy, and meet the needs of communities.	Met	<p>Successes: State libraries successfully pivoted their summer reading programs to online offerings during the pandemic and used CARES Act funds to support digital literacy efforts. States that used federal funding for these programs will report these outcomes in more depth in FY 2021. IMLS analyzed activity outcomes response rates to date and presented this data at the states' virtual conference.</p> <p>Challenge: Project timeline delayed due to the pandemic. Agency began monitoring project library grants at beginning of FY 2021.</p>	
1.1	Award Native American Library Services: Enhancement Grants that enhance educational programming that meets the needs of learners in Native American communities.	Met	<p>Success: IMLS made 23 awards to 23 tribes in 12 states in FY 2020 in this program.</p> <p>Challenges: IMLS staff capacity decreased due to the need to shift staff time to respond to the pandemic. The Agency plans to establish metrics in FY 2021.</p>	2.4, 3.1, 3.2, & 3.4
1.1	Build on FY 2019 efforts to increase attendee recognition of and engagement with IMLS at the National Book Festival.	Progress Made	<p>Success: National Book Festival successfully ran as a virtual event from September 25–27, 2020, receiving media attention from every state in the United States. Ninety-two percent of visitors agreed that the festival celebrates reading and 84 percent agreed that the festival encourages all people to read, regardless of age, gender, racial, or socioeconomic background.</p> <p>Challenge: The pandemic forced the shift from an in-person to virtual event. The unplanned shift consumed staff time that would be used to develop Key Performance Indicators.</p>	2.1, 2.4, & 3.4

	Target	Status	Successes and Challenges	Also supports
1.1, 1.2	Improve the reach of National Student Poets Program (NSPP) partnership with library stakeholders.	Progress Made	<p>Success: IMLS successfully transformed an in-person event to a virtual one with over 750 views of the YouTube ceremony: https://youtu.be/KWc8amGORCs. The virtual format increased state and public library stakeholder engagement with the National Student Poets.</p> <p>Challenge: Due to COVID and the impact on holding in person events, IMLS was unable to dedicate enough time to complete NPPP indicator work. Partnership event changed from in-person to virtual, which consumed staff time and prevented completion of indicators work.</p>	
1.1, 1.2	Improve operational efficiency of Accelerating Promising Practices for Small Libraries (APP) program and use early findings from meta-evaluation and mentors to help understand proof-of-concept program.	Progress Made	<p>Success: IMLS began exploring program operation efficiencies and external perspectives of APP. In FY 2020, the Agency supported three third-party mentor organizations and an external evaluator for the program.</p> <p>Challenge: Program activities, data collection, and evaluation are on hold due to the pandemic.</p>	2.2 & 3.1
1.1, 1.4	Leverage IMLS events to gather input on Semiquincentennial planning, articulating the aspirational value of museums and libraries in telling the American story and specific actions for how IMLS can support museums and libraries in preparing for the 250th anniversary in 2026.	Met	<p>Success: First as an agency partner, and later as a formally designated ex officio member, IMLS collaborated with the Semiquincentennial Commission to host a variety of stakeholder listening sessions and promote activities to prepare for America's 250th Anniversary. This was also a topic at the 41st meeting of the National Museum and Library Services Board.</p> <p>Challenge: The Agency was unable to convene a planned agency conference on this topic due to the COVID pandemic.</p>	
1.2	<p>Award Inspire! Grants for Small Museums funds to projects that support cross-disciplinary and inquiry-based methods of learning within museums and libraries.</p> <p>Increase the number of small museums applying for IMLS funding.</p>	Met	<p>Success: IMLS awarded seven Inspire! Grants for Small Museums to support cross-disciplinary and inquiry-based learning methods.</p> <p>In total, 60 Inspire! Grants for Small Museums were awarded in FY 2020, double the number of awards made in FY 2019.</p>	2.4 & 3.1
1.3	Award Museums for America (MFA) grants to projects that focus on continuous learning for families and individuals of diverse cultural and socio-economic backgrounds and needs; build capacity of museums, libraries, and other partners to engage with their communities.	Met	<p>Success: IMLS awarded 29 MFA awards specifically focusing on this objective.</p>	2.4 & 3.1

	Target	Status	Successes and Challenges	Also supports
1.3	<p>Award Native American/Native Hawaiian Museum Services (NANH) grants to projects that focus on continuous learning for families and individuals of diverse cultural and socio-economic backgrounds and needs; build capacity of museums, libraries, and other partners to engage with their communities.</p> <p>Award NANH grants with a higher average amount than in the previous three years.</p>	Met	<p>Success: IMLS awarded four FY 2020 NANH grants focused on meeting this objective.</p> <p>The average grant amount for this program in FY 2020 was \$84,381, compared with \$63,674 from FY 2017–FY 2019.</p>	3.1
1.3	Reach 1,000 youth in two rounds of implementation of 21st Century Community Learning Centers (21st CCLC) program.	Progress Made	<p>Success: All eight museum partners engaged in 21st CCLC educator training of 128 afterschool educators at 28 21st CCLC sites, with over 750 youth reached in the first implementation round.</p> <p>Challenge: Second round of programming is continuing for some museums in FY 2021 but has been interrupted for other museums by pandemic-related school and museum closures.</p>	
1.3	Award Native Hawaiian Library Services Grants for educational programming that meets the needs of learners.	Met	<p>Success: IMLS awarded three Native Hawaiian Library Services Grants in FY 2020.</p> <p>Challenge: Due to staff capacity during COVID, there was a delay in the development of indicators for the Native Hawaiian Library Services program.</p>	3.1 & 3.4
1.4	Examine the goals and procedures for the National Medal for Museum and Library Service program to better meet its statutory objectives.	Met	<p>Success: After a year-long consultation, including with the National Museum and Library Services Board, IMLS successfully launched the National Medals program for FY 2021, opening the call for nominations on September 2, 2020. The National Medals program recognizes outstanding libraries and museums of all types and sizes that deeply impact their communities by transforming the lives of community members by being trusted community spaces for convening, connection, and conversation.</p>	2.4 & 3.4

GOAL 2: BUILD CAPACITY

Under Goal 2, IMLS seeks to build capacity by supporting the development of library and museum staff, adopt best practices and innovations, and serve as trusted spaces for community engagement and dialogue. In FY 2020, the Agency successfully awarded grants to museums, libraries, and related organizations to support this goal despite facing challenges from the COVID-19 pandemic.

Under **Objective 2.1**, IMLS works to support the recruitment, training, and development of library and museum staff, boards, and volunteers to grow a skilled, professional library and museum workforce across the country. The Grants to States program successfully converted its annual training of state library staff to a virtual format in May 2020, which allowed 177 participants to attend the meeting compared to the typical 65 attendees on-site. The program also instituted bimonthly zoom calls for Library State Technology Act (LSTA) coordinators to further support the professional workforce. The Agency continued its support of the National Book Festival, drawing 138,000 unique visitors over the September 25-27 festival weekend.

Under **Objective 2.2**, IMLS encourages library and museum professionals and institutions to share and adopt best practices and innovations. IMLS collected data and started preliminary analysis of the STEMeX grant evaluation and will share findings with stakeholders after the COVID-19 pandemic. Through a cooperative agreement with the American Alliance of Museums, IMLS support of the Museum Assessment Program (MAP) allowed 141 museums in 40 states to participate in the program, with 91 museums completing their assessments and 21 museums completing follow-up visits. The Agency made progress in initiating the next phase of Measures that Matter (MtM), selecting inaugural members of the Public Library Data Alliance and initiating an external evaluation exploring workforce development in public libraries.

Under **Objective 2.3**, IMLS identifies trends in the museum and library fields to help organizations make informed decisions. In FY 2020, IMLS completed another annual review of Grants to States portfolio for applying methodology for analyzing open-ended fields on topic of concern with a presentation at the Library Services Technology Act (LSTA) Conference, commenced work with the Association of Tribal Archives, Libraries, and Museums (ATALM) that includes strategic and targeted professional development opportunities and capacity-building assistance for the Native American audiences, both in the museum and library fields, and, even though the workload volume increase due to the COVID-19 pandemic, IMLS was responsive to all Paperwork Reduction Act (PRA) requests. Finally, IMLS successfully collected FY 2019 Public Libraries Survey (PLS) data, released two volumes on trends in public libraries in the United States between FY 2014 and FY 2017, and released FY 2018 PLS data through an updated Library Search and Compare Tool.

Under **Objective 2.4**, IMLS seeks to promote the ability of museums and libraries to serve as trusted spaces for community engagement and dialogue. In FY 2020, IMLS announced the nomination process for the National Medals program and awarded multiple grants in this area to museums through the Museums for America and Inspire! Grants for Small Museums programs.

Grant Stories

- The Woodland Park Zoo will carry out a Guest Inclusion Program to empower staff to create an environment that offers meaningful learning experiences for guests with disabilities and allows them to engage with conservation through the zoo. The zoo will partner with an expert consultant in universal design principles to provide specialized best practices training for staff and volunteers. Staff will design an inclusive suite of programs that removes learning access barriers for individuals with disabilities. The new programs will make conservation more accessible and relatable to all guests and hopefully inspire them to take conservation actions.
- Digital Empowerment for Small Museums: An award to the Association of Midwest Museums (AMM) will support a pilot program aimed at helping museums access hands-on digital media and technology training and best practices, bolstering the capacity of small, rural, and remote museums across the nation.
- Games for Change: Continued support for the Games for Change organization will allow them to equip 40 museums in cities critically affected by the COVID-19 pandemic with the tools to better connect with 3,000 underserved teens. Games for Change will work with 10 museums in New York, Los Angeles, Detroit, and Atlanta.
- The Alutiiq Museum, Kodiak's tribal repository and cultural center, will host a tribal submit to discuss difficult subjects in recent Alutiiq history and create an exhibition interpreting that history. Tribal representatives will explore recent Alutiiq history with tribal scholars and facilitators. They will advise on the topics to be shared and suggest how to appropriately share them. Those discussions will inform updates to the Alutiiq Museum's interpretive plan and create educational resources that more fully document Alutiiq history. The museum will archive the project activities and develop the means to provide a fuller, more truthful account of the Alutiiq experience.
- Arizona State University (ASU)—along with SciStarter, Arizona State Library, the National Informal STEM Education Network (NISE Net), and additional library and science museum partners—will enhance and scale libraries' capacity to serve their communities' growing need for experience, knowledge, and skills in science, technology, engineering, and math (STEM) domains by expanding field-tested citizen science kits and resources to engage more patrons in the field. The project leverages SciStarter, a web platform connecting thousands of project scientists with millions of citizen scientists, to address known critical barriers in citizen science infrastructure, including lack of project awareness and access to the proper instruments, which prohibits sustained participation in citizen science. The goal is to mature, scale, and sustain the citizen science work started in Arizona while engaging participants from diverse backgrounds to make a national impact on libraries supporting citizen science.
- The Association for Rural and Small Libraries (ARSL) will develop a pilot leadership institute for directors and managers working in rural and/or small libraries. Over an 18-month period, 30 individuals from a variety of rural communities and diverse populations across the country will engage in residential, online, and conference experiences to build their capacity as leaders. The leadership institute also will focus on strengthening community leadership, building ARSL's organizational capacity, and evaluating the pilot for future effectiveness and scalability. The curriculum will leverage the Educopia Institute's IMLS-funded NEXUS: Leading Across Boundaries model and other nationally recognized instructors and curriculum to develop a customized series of immersive learning experiences for participants.

OBJECTIVES 2.1–2.4 DETAIL

	Target	Status	Successes and Challenges	Also Supports
2.1	Award Museum Grants for African American History and Culture (AAHC) that support the recruitment, training, and development of library and museum staff, boards, and volunteers.	Met	Success: IMLS awarded one grant in AAHC that supported the recruitment, training, and development of library and museum workforces.	3.1 & 3.2
2.1, 2.2	Award Museums Empowered grants to projects that support the recruitment, training, and development of library and museum workforces; and supported sharing and adopting best practices and innovations.	Met	Success: IMLS awarded 16 Museums Empowered grants to support these objectives. Fourteen awards supported recruitment, training, and development of library and museum workforces; two supported sharing and adopting best practices and innovation.	
2.1, 2.2, 2.3	Establish new cooperative agreement with the Association of Tribal Archives, Libraries, and Museums (ATALM) to build capacity, address issues of shared concern, and foster collaboration among the tribal archives, libraries, and museums community and establish key performance indicators for the project.	Progress Made	Success: IMLS began working with ATALM to negotiate a new cooperative agreement that includes revised measures of success. Challenge: Work with ATALM was postponed due to the pandemic and negotiations are now targeting a FY 2021–FY 2022 cooperative agreement.	
2.1	Coordinate annual Grants to States (G2S) conference to build capacity and support the work of state library administrative agency staff.	Met	Successes: Grants to States converted its annual training of state library staff to a virtual format attended by 177 (compared to the normal 65). On a scale of 1–4 with 4 being “strongly agree,” participants rated the statement “I learned something useful at this meeting” an average of 3.5. IMLS also supported professional workforce through bimonthly Zoom calls with Library State Technology Act (LSTA) coordinators; began assessment of CARES Act by gauging tools and technology used to address the digital divide; and launched a chief officer interview blog series discussing the impact of CARES Act funding. IMLS analyzed activity outcomes response rates to date and presented this data at the states’ virtual conference. Challenge: Work on developing performance indicators was delayed due to the pandemic.	
2.1, 2.3, 2.4	Award Laura Bush 21st Century Librarian (LB21) program grants that support the development of a diverse workforce that are better equipped to meet changing learning and information needs of the American public. Create a baseline distribution for capacity-building areas of focus (skills and knowledge) for library workers within open grants.	Progress Made	Success: In FY 2020, IMLS awarded 38 LB21 grants that touched 15 states, the District of Columbia, and Puerto Rico. The Agency initiated a portfolio analysis project that will establish baseline investments in LB21 and inform development of key performance indicators. Challenge: Work was delayed due to the pandemic, but orientation with researchers and interviews with LB21 program officers are scheduled for FY 2021.	3.2

	Target	Status	Successes and Challenges	Also Supports
2.1	<p>Award Native American Library Services: Basic Grants to support existing library operations and maintain core library services in Native American communities.</p> <p>Investigate the decrease in Native American Basic applications over the past 5 years.</p>	Progress Made	<p>Success: 172 tribes from 27 states received Native American Library Services: Basic Grants.</p> <p>Challenges: IMLS staff capacity decreased due to the need to shift staff time to respond to the pandemic. The Agency plans to establish metrics in FY 2021.</p>	3.1 & 3.2
2.1, 2.4	Build on FY 2019 efforts to increase attendee recognition of and engagement with IMLS at the National Book Festival.	Met	<p>Success: National Book Festival successfully ran as a virtual event from September 25–27, 2020, whose virtual site at www.loc.gov/bookfest received 138,000 unique visitors over the festival weekend, with a larger proportion than usual from outside the National Capital Region (42 percent compared to last year’s 21 percent).</p> <p>Challenge: The pandemic forced the shift from an in-person to virtual event. The unplanned shift consumed staff time that would be used to develop Key Performance Indicators.</p>	1.1 & 3.4
2.2	<p>Support the Museum Assessment Program (MAP) through a cooperative agreement to help museum assessment and sustainability.</p> <p>Goals of the cooperative agreement include: 100 museums complete a standard (full) assessment through MAP; 50 museums complete a follow-up/implementation; extend agreement with the American Alliance of Museums to continue the program for an additional year, avoiding a gap in programming for the field; make internal decisions on future of the program based, in part, on findings from the Opportunity Assessment.</p>	Progress Made	<p>Success: The Museum Assessment Program (MAP) is supported through a cooperative agreement between IMLS and the American Alliance of Museums to help museums assess their strengths and weaknesses, and plan towards sustainability. In FY 2020, 141 museums in 40 states participated in MAP, with 91 museums completing their assessments and 21 museums completing follow-up visits.</p> <p>An amendment approved in July 2020 will support an 18-month period from September 1, 2020, to February 28, 2022, to serve an additional 100 museums and another 50 returning museums for a follow-up assessment.</p> <p>Challenge: COVID-19 and other delays unrelated to the program itself caused targets to be met only slightly below expectations.</p>	
2.2	Award National Leadership Grants for Museums (NLG-M) projects that encourage library and museum professionals and institutions to share and adopt best practices and innovations.	Met	<p>Success: IMLS awarded five FY 2020 NLG-M awards that supported sharing and adopting best practices and innovations.</p>	3.1 & 3.2

	Target	Status	Successes and Challenges	Also Supports
2.2, 2.3	Initiate next phase of Measures that Matter (MtM) by establishing the Public Library Data Alliance (PLDA) and evaluating workforce development activities in public libraries.	Progress Made	<p>Success: The inaugural members of the Public Library Data Alliance (PLDA) were selected and the Agency initiated an external evaluation exploring workforce development in public libraries.</p> <p>Challenge: Staff capacity was affected during the pandemic and delayed activities that would inform the development of indicators for MtM. Two key MtM activities will launch in FY 2021.</p>	
2.2	Improve operational efficiency of Accelerating Promising Practices for Small Libraries (APP) program and use early findings from meta-evaluation and mentors to help understand proof-of-concept program.	Progress Made	<p>Success: IMLS began exploring program operation efficiencies and external perspectives of the program. In FY 2020, the Agency supported three third-party mentor organizations and an external evaluator for the program.</p> <p>Challenge: Program activities, data collection, and evaluation are on hold due to the pandemic.</p>	1.1, 1.2, & 3.1
2.2	Award National Leadership Grants for Libraries projects that enhance the quality of library and archive services nationwide. Establish a baseline to increase diversity of institutional type among applicants.	Progress Made	<p>Success: IMLS awarded grants to institutions in 18 states, including projects that expand existing work, or implement new initiatives to support pandemic response and recovery.</p> <p>The Agency awarded a contract to assist with the development of a framework and tool for monitoring the library discretionary portfolio. IMLS also initiated a portfolio analysis project that will baseline investments in the NLG-L program and inform development of key performance indicators.</p> <p>Challenge: COVID-19 affected staff capacity and delayed activities that would inform development of indicators and inventory of Agency-funded tools.</p>	3.2 & 3.3
2.2, 2.3	Begin evaluation study of Accelerating Promising Practices for Small Libraries grant program.	Progress Made	<p>Success: IMLS submitted 30-day PRA package to OMB on October 5, 2020; cooperative agreement supplement and amendment completed on September 23, 2020.</p> <p>Challenge: COVID-19 disrupted this project study plan, leading to modification in research design. IMLS initially approved evaluation study plan on March 26, 2020, but Agency subsequently modified it to address COVID-19 with revised plan approved on July 27, 2020.</p>	3.4 & 4.2
2.2, 2.3	Complete Museum Grants for African American History and Culture (AAHC) grant program evaluation.	Met	<p>Success: IMLS successfully completed a 15-year retrospective evaluation study of the AAHC grant program with a full report and many helpful insights for IMLS and the sector.</p>	
2.2, 2.3	Complete the STEMeX grant evaluation and release findings by September 30, 2020.	Progress Made	<p>Success: The Agency completed all the third-party data collection so attention can focus on interpreting and disseminating judgements externally in conjunction with an Agency communications plan.</p> <p>Challenge: COVID-19 pandemic disrupted grantee activities and delayed the completion of the evaluation and the overall initiative. COVID-19 related changes did not allow for submission to conferences.</p>	

	Target	Status	Successes and Challenges	Also Supports
2.2, 2.3	Complete all technical assistance and evaluation materials associated with the first cohort of Community Catalyst Initiative grants and actively disseminate findings by September 30, 2020.	Progress Made	<p>Success: IMLS successfully completed all technical assistance and evaluation deliverables by September 30, 2020, closed out the cooperative agreement with DePaul University, and disseminated findings to funders, researcher, and museum and library practitioners via three conference presentations in FY 2020.</p> <p>Challenge: The project received an extension and modification due to disruption to COVID-19. This most notably includes extension of time to complete case study vignettes from May 31, 2020, to February 28, 2021.</p>	
2.3	Complete Social Wellbeing Initiative data collection, analysis, and report and disseminate findings.	Progress Made	<p>Success: IMLS completed all data collection and vetted preliminary findings internally with subject matter experts.</p> <p>Challenge: The data collections deadline was extended for four months because of COVID-19.</p>	
2.3	Successfully carry out and release an annual Public Libraries Survey (PLS).	Met	<p>Success: IMLS released the FY 2018 PLS data file and the FY 2017 Annual Report (Volume I) in July 2020. IMLS, with cooperation from State Data Coordinators and State Library Administrative Agencies, successfully completed the FY 2019 PLS data collection with a 98 percent response rate (data to be released in FY 2021). IMLS also successfully tested reforms in reporting associated with annual collections, including piloting a new survey development process, in collaboration with the Library Statistics Working Group (LSWG).</p> <p>Challenge: The FY 2018 PLS data release was later than typical due to data collection issues experienced by states due to the pandemic.</p>	3.2, 3.4, 4.2 & 4.4
2.3	Complete FY 2018 State Library Administrative Agency (SLAA) Survey cycle and prepare for FY 2020 SLAA Survey cycle.	Met	<p>Success: The Agency successfully completed the FY 2018 collection with publication of the SLAA Survey report in May 2020. IMLS also completed preparation for the FY 2020 collection in January 2021, including preparing a new set of COVID-19 related questions to measure the impact of the pandemic on SLAA activities. Throughout the process, IMLS fostered active participation from the Library Statistics Working Group (LSWG). IMLS will use findings from the FY 2018 SLAA Survey report to begin enhancements for FY 2020 reporting and FY 2022 questionnaire.</p>	
2.3	Develop infographic brief on rural libraries and supporting detailed statistical tables with state-level data point.	Met	<p>Success: Infographic on rural libraries was completed and disseminated on IMLS website on May 31, 2020. The research on libraries was presented at summer conference hosted by the Research Institute of Public Libraries that same month, and LSWG and IMLS leadership reviewed the follow-up research plan shortly thereafter.</p>	

	Target	Status	Successes and Challenges	Also Supports
2.3	Support Grants to States (G2S) Portfolio Analysis.	Met	<p>Success: IMLS completed another annual review of G2S portfolio, applying methodology for analyzing open-ended fields on topic of concern (Broadband and possibly other) with presentation at the Library State Technology Act (LSTA) Conference. IMLS took increased responsibility in applying methodology with protocols refined for improved credibility, continued seamless coordination with IMLS G2S team in building capacity to collect and utilize State Program Report (SPR) data, and disseminating presentations made at LSTA Conference to leadership and the rest of IMLS staff.</p> <p>At least 70 percent of LSTA Conference participants gave favorable reviews of presentations; presentation slides disseminated to Agency staff; public release of SPR data file for FY 2018.</p>	3.2 & 4.2
2.3	Support timely review of Paperwork Reduction Act (PRA) requests.	Met	<p>Success: IMLS met the target for completing review of 60-day reviews; over 90 percent of requests for PRA review for 30-day packages were reviewed within 10 business days upon receipt; any delays are related to higher than expected volume for proposed data collections in FY 2020 than prior years as well as for workload volume increase due to the pandemic.</p>	
2.4	Award Museums for America grants to projects that focus on promoting the ability of museums and libraries to serve as trusted spaces for community engagement and dialogue	Met	<p>Success: IMLS awarded three grants through Museums for America that focused on this objective.</p>	1.3 & 3.1
2.4	<p>Award Inspire! Grants for Small Museums funds to projects that promote the ability of museums and libraries to serve as trusted spaces for community engagement</p> <p>Increase the number of small museums applying for IMLS funding</p>	Met	<p>Success: IMLS awarded five Inspire! Grants for Small Museums to projects that promote the ability of museums and libraries to serve as trusted spaces for community engagement and dialogue. 60 grants were awarded through Inspire! Grants for Small Museums program in FY 2020, double the number of awards made in FY 2019.</p>	1.2 & 3.1
2.4	Award Native American Library Services: Enhancement Grants that enhance library services in Native American communities by supporting professional development and training for tribal library staff.	Met	<p>Success: IMLS made 23 awards to 23 tribes in 12 states in FY 2020 in this program.</p> <p>Challenges: IMLS staff capacity decreased due to the need to shift staff time to respond to the pandemic. The Agency plans to establish metrics in FY 2021.</p>	1.1, 3.1, 3.2, & 3.4

GOAL 3: INCREASE PUBLIC ACCESS

Under Goal 3, the Agency works to increase public access to museums and libraries by supporting library and museums stewardship, investing in tools and technology that enable people of all backgrounds and abilities to use museums and libraries, investing in policies and partnerships that address barriers to access, and engaging in effective communications. In FY 2020, the Agency successfully awarded grants to museums, libraries, and related organizations to support this goal despite facing challenges from the COVID-19 pandemic.

Under **Objective 3.1**, the Agency seeks to support the stewardship of museum and library collections at institutions of all types and sizes by investing in resources that support sustainable stewardship and by monitoring the adoption and adaptation of digital technologies and emerging methods of collections management and care. The Collections Assessment for Preservation (CAP) program, a joint effort of IMLS and the Foundation for Advancement in Conservation (FAIC) that helps small and mid-sized museums better care for their collections, supported 75 museums from 33 states in FY 2020.

Under **Objective 3.2**, IMLS invests in the development of tools, technology, and training that allows people of all backgrounds and abilities to discover and use museum and library collections and resources. In FY 2020, IMLS successfully awarded grants to support this objective, including to the Indianapolis Museum of Art at Newfields for the Museums for Digital Learning platform. Many of the Grants to States CARES Act awards focused on the digital divide, evidenced by the Agency's preliminary informal assessment of these grants, and IMLS launched a State Librarian/Chief Officer interview blog series to discuss the impact of this CARES Act funding on communities across the United States. The Agency explored how the landscape of virtual learning has been changing as a result of the COVID-19 pandemic and progressed toward establishing cross-agency broadband support for communities across the United States.

Under **Objective 3.3**, IMLS invests in policies and partnerships that address barriers to accessing museum and library collections, programs, and information. The Agency successfully increased participation in the Museums for All program by 26 percent. Recognizing that broadband adoption and digital inclusion requires a whole-of government approach, IMLS engaged in the American Broadband Initiative. A key contribution was co-hosting a five-day National Tribal Broadband Summit in September 2020, along with the Departments of Interior and Agriculture. Addressing the impact of a pandemic was a priority during this period. IMLS partnered with the Federal Communications Commission to identify broadband resources and services available to libraries to help address the impact of COVID-19. The agency also hosted two workshops with the Small Business Administration (SBA) to help museums and libraries access the Paycheck Protection Program and other resources to help mitigate the economic impact of the pandemic.

Under **Objective 3.4**, the Agency increases access to IMLS, museum, library, and community knowledge through effective communications, campaigns, and publications. In FY 2020, IMLS expanded its social media presence, produced timely award announcements, reintroduced the IMLS newsletter, and collaborated across the Agency to release brochures highlighting office activities.

The table below provides additional details related to targets, successes and challenges related to Goal 3.

Grant Stories

- The Witte Museum will improve the conservation and preservation of its paleontology and geology collections to support continued fossil preparation for new fossil finds and acquisitions. The project consists of three components: (1) catalog the current collection with updated identifying and contextual information, (2) assess each specimen's condition and conservation needs, and (3) rehouse the specimens in specialized museum storage cabinets with conservation-grade storage materials and methods. This project will increase the Witte Museum's capacity to steward its collection using museum best practices; enhance its role as a state and federal repository; and increase the accessibility of the collection for scholars and researchers.
- The Reginald F. Lewis Museum of African American History and Culture will produce an online archive of interviews highlighting the significant achievements and everyday lives of African Americans in Maryland. The project will reactivate an oral history studio that was equipped with recording equipment when the museum first opened. Museum staff will work with two interns to research and update an existing collection of over 100 oral histories, and an Advisory Committee will help to identify new interview prospects. The project will result in the digitization of 112 oral history interviews conducted between 2001–2002 as well as 50–75 new oral histories. The museum will engage a videographer and other contractors to conduct and transcribe the interviews and to create a dedicated webpage which will serve as a repository of oral histories related to Maryland African American history.
- The Pyramid Lake Paiute Tribe will improve the care and management of the collections housed at its museum and visitors' center by increasing staff capacity, providing access to necessary technological resources, and installing new storage and display equipment. The tribe will improve preservation and access for the collections by implementing an inventory control process; purchasing collections management software, a scanner, and high-density mobile storage cabinets; and modernizing existing display cases. The museum will hire a collections manager who will participate in training to support the work of inventorying, cataloging, and scanning the collection materials.
- The Chippewa Cree Tribe of the Rocky Boy Reservation will enhance the operations of the community library for all community members by increasing public access to cultural archival materials, community records, and databases and research material. The library will improve technological capacity for community members, many of whom are low-income and do not have computer access at home. The library will also increase programming and cultural events, including hosting 12 library community events with at least half having a cultural education focus, including those with a Native American author, artist and speaker engagements, three day-long workshops with local craftsmen, a Rocky Boy's Got Talent show, and summer reading program.
- Belfast Free Library will facilitate conversations that engage a broader cross-section of the community in ongoing discussions about climate change to ensure that all voices and views are heard. Using best practices from citizen science, climate change communications, and civic engagement, Belfast Free Library and Gulf of Maine Research Institute (GMRI) seek to document and archive diverse ideas, perspectives, priorities, and aspirations on climate change from Belfast citizens. The archive will be housed and made accessible on the GMRI Ecosystem Investigation Network that supports local citizen science efforts. Information gleaned from the project will be used to inform local decision making and planning in response to climate change, as well as represent the community's collective memory on a critical issue.
- The University of Wyoming's National History Day engages more than 500,000 middle and high school students annually in sourcing, critical thinking, problem solving, oral, written, analytical, and presentation skills. Due to the pandemic, students seeking to access primary sources for research have had to turn to online resources. The American Heritage Center at the University of Wyoming will increase access to its archives through strategic digitization, a new website that will display these digitized materials, and a marketing campaign to spread awareness of the website to History Day participants in all 50 states. Subject areas will include entertainment, western history, women's history, transportation, conservation, journalism, and more.

OBJECTIVE 3.1–3.4 DETAIL

	Targets	Status	Successes and Challenges	Also Supports
3.1	<p>For the Collections Assessment for Preservation (CAP) program, submit performance and financial reports and receive approval on time.</p> <p>Complete collections assessments at 100 museums.</p> <p>Issue a NOFO to compete the program for future years.</p>	Progress Made	<p>Success: The Foundation for Advancement in Conservation (FAIC), IMLS's cooperator for the CAP program submitted performance and financial reports on schedule. 70 museums completed collections assessments and 75 new museums were accepted into the program in FY 2020. A 60-day notice published in Federal Register to initiate work on new NOFO compete program.</p> <p>Challenges: COVID-19 pandemic reduced the number of onsite collections assessments. New agency priorities delayed work on new NOFO.</p>	
3.1	Award Museums for America projects that support the stewardship of museum and library collections.	Met	Success: The Agency awarded 39 Museums for America projects that supported this objective.	1.3 & 2.4
3.1	<p>Award Native American/Native Hawaiian Museum Services grants that support the stewardship of museum and library collections.</p> <p>Award Native American/Native Hawaiian Museum Services grants with a higher average amount than in the previous three years.</p>	Met	<p>Success: The Agency awarded seven FY 2020 Native American/Native Hawaiian museum services grants that supported this objective—stewardship of museums and library collections.</p> <p>The average award amounts are higher than the previous three years; average FY 2020 award was \$84,381 and the FY 2017–FY 2019 average was \$63,674.</p>	1.3
3.1	<p>Award Inspire! Grants for Small Museums projects that support stewardship of museum and library collections.</p> <p>Increase the number of small museums applying for IMLS funding.</p>	Met	<p>Success: The Agency awarded 21 Inspire grants that supported the stewardship of museum and library collections.</p> <p>60 grants were awarded through Inspire! Grants for Small Museums in FY 2020, which was double the number of awards made in FY 2019.</p>	1.2 & 2.4
3.1	<p>For the Save America's Treasures program, execute two Interagency Agreements between IMLS and the National Park Service (NPS), one for administrative funds and one for collections awards.</p> <p>Award Save America's Treasures grants designed to preserve nationally significant collections and continue to monitor existing awards.</p>	Met	Success: IMLS successfully executed two Interagency Agreements with NPS as planned. Open, existing awards continue to be monitored by IMLS staff, including 20 awards made in FY 2020.	

	Targets	Status	Successes and Challenges	Also Supports
3.1, 3.2	Award National Leadership Grants for Museums (NLG-M) projects that support the stewardship of museum and library collections or invests in tools, technology, and training that enable people to discover and use collections.	Met	Success: IMLS awarded three FY 2020 NLG-M awards that supported these objectives. Two awards supported the stewardship of museum and library collections, and one supported tools, technology, and training.	2.2
3.1, 3.2	Award Museum Grants for African American History and Culture (AAHC) that support the stewardship of museum and library collections or invest in tools, technology, and training.	Met	Success: The Agency awarded 10 AAHC projects that supported these objectives; nine awards supported the stewardship of museum and library collections (3.1), and one award supported tools, technology, and training (3.2).	2.1
3.1, 3.2	Award Native American Library Services: Basic Grants to support existing library operations and maintain core library services in Native American communities. Investigate the decrease in Native American Basic applications over the past 5 years.	Progress Made	Success: 172 tribes from 27 states received Native American Library Services: Basic Grants. Challenges: IMLS staff capacity decreased due to the need to shift staff time to respond to the pandemic. The Agency plans to establish metrics in FY 2021	2.1
3.1, 3.2, 3.4	Award Native American Library Services: Enhancement Grants that enhance educational programing that meets the needs of learners in Native American communities.	Met	Success: IMLS made 23 awards to 23 tribes in 12 states in FY 2020 in this program. Challenges: IMLS staff capacity decreased due to the need to shift staff time to respond to the pandemic. The Agency plans to establish metrics in FY 2021.	1.1 & 2.4
3.1	Improve operational efficiency of Accelerating Promising Practices for Small Libraries (APP) program and use early findings from meta-evaluation and mentors to help understand proof-of-concept program.	Progress Made	Success: IMLS began exploring program operation efficiencies and external perspectives of the program. In FY 2020, the Agency supported three third-party mentor organizations and an external evaluator for the program. Challenge: Program activities, data collection, and evaluation are on hold due to the pandemic.	1.1, 1.2, & 2.2
3.1, 3.4	Award Native Hawaiian Library Services Grants for preservation services that increase access to Native Hawaiian culture and heritage.	Met	Success: IMLS awarded three Native Hawaiian Library Services Grants in FY 2020. Challenges: Due to staff capacity during COVID, there was a delay in the development of indicators for the Native Hawaiian Library Services program.	1.3
3.2	Improve the Agency's ability to promote data-based decision making by reducing administrative burden.	Met	Success: IMLS improved data analytics capabilities through implementation of data strategy and resultant data warehouse. The Agency applied analytics to support grantmaking operations and initiated the development of an eGMS performance monitoring dashboard for multi-agency use.	4.1

	Targets	Status	Successes and Challenges	Also Supports
3.2	Engage in cooperative agreement with the Indianapolis Museum of Art at Newfields to provide digital educational resources based on museum collections to K–12 students and teachers. The project will add 10 new museums as contributors to the Museums for Digital Learning (MDL) platform, serve 200 students, and 10 teachers will test 19 digital resource kits.	Progress Made	<p>Success: The cooperative agreement expanded the MDL platform with new targets of onboarding 35 museums, increasing resource kits to 50, and adding more interactive features like e-books, gaming activities, and collections hub for student engagement. Ten additional museums have been onboarded who contributed their content to MDL by end of 2020. Seven educators tested the resource kits in their classrooms and these have become valuable and needed assets, especially now, when schools are looking for virtual resources. Over 200 students were served with MDL resources by November 2020 through the testing of the resource kits. A third-party evaluator collected feedback from the newly onboarded museums and educators.</p> <p>Challenge: Progress continues with some interruptions due to the pandemic and other unanticipated agency activities.</p>	
3.2	Assess state library administrative agency CARES Act activities and outcomes.	Progress Made	<p>Successes: IMLS began assessment of CARES Act by gauging tools and technology used to address the digital divide; and began a chief officer interview blog series discussing the impact of CARES Act funding; IMLS analyzed activity outcomes response rates to date and presented this data at the states' virtual conference.</p> <p>Challenge: Work on developing performance indicators was delayed due to the pandemic.</p>	
3.2	Award Laura Bush 21st Century Librarian (LB21) program grants that support the development of a diverse workforce that are better equipped to meet changing learning and information needs of the American public. Create a baseline distribution for capacity-building areas of focus (skills and knowledge) for library workers within open grants.	Progress Made	<p>Success: In FY 2020, IMLS awarded 38 LB21 grants that touched 15 states, the District of Columbia, and Puerto Rico. The Agency awarded a contract to assist with development of a framework and tool for monitoring the library discretionary portfolio. Individual LB21 program officer interviews were scheduled for November 2020. The Agency also initiated a portfolio analysis project that will establish baseline investments in LB21 and inform development of key performance indicators.</p> <p>Challenge: Work was delayed due to the pandemic, but orientation with researchers and interviews with LB21 program officers are scheduled for FY 2021.</p>	2.1, 2.3 & 2.4
3.2, 3.3	<p>Award National Leadership Grants for Libraries projects that enhance the quality of library and archive services nationwide.</p> <p>Establish a baseline to increase diversity of institutional type among applicants.</p>	Progress Made	<p>Success: IMLS awarded grants to institutions in 18 states, including projects that expand existing work, or implement new initiatives to support pandemic response and recovery.</p> <p>The Agency awarded a contract to assist with the development of a framework and tool for monitoring the library discretionary portfolio. IMLS also initiated a portfolio analysis project that will baseline investments in the NLG-L program and inform development of key performance indicators.</p> <p>Challenge: COVID-19 affected staff capacity and delayed activities that would inform development of indicators and inventory of Agency-funded tools.</p>	2.2

	Targets	Status	Successes and Challenges	Also Supports
3.2, 3.3, 3.4	Engage in cross-agency and intra-agency broadband support for communities across the nation, identifying and promoting how libraries and museums can participate in the broadband ecosystem.	Met	Successes: In addition to funding broadband and bridging digital divide projects, IMLS began using community metrics to identify areas of greatest need. Recognizing that broadband adoption and digital inclusion requires a whole-of government approach, IMLS continued to participate in the Administration's American Broadband Initiative. IMLS co-hosted, with the Departments of Interior and Agriculture, a five-day National Tribal Broadband Summit in September 2020 and prepared a National Tribal Broadband Strategy. Addressing the impact of a pandemic was a priority during this period. IMLS partnered with the Federal Communications Commission to identify broadband resources and services available to libraries to help address the impact of COVID-19, developing website and other communications.	
3.2, 3.4	Successful administration and release of annual Public Libraries Survey (PLS).	Met	Success: IMLS released the FY 2018 PLS data file and the FY 2017 Annual Report (Volume I) in July 2020. IMLS also revised the annual PLS supplementary tables to include additional front matter and updated tables with new data elements such as wireless sessions (released in early FY 2021). The Agency also updated the Library Search and Compare Tool to more easily allow stakeholders to find library data and funded another round of development to the Tool to build capacity for printing infographics in FY 2021.	2.3, 4.2 & 4.4
3.3	Increase the number of museums offering free or reduced admission to low-income families and individuals along with an increase in visitation through the Museums for All program.	Met	Success: IMLS successfully increased participation in the Museums for All program by 27 percent (120 museums) and increased the number of annual visitors impacted by the program by 29 percent.	
3.3	Engage in high-level policy discussions to improve access to information services for underserved communities and remove barriers that prevent individuals from using these services effectively.	Met	Success: IMLS served on the US Delegation to the Standing Committee on Copyright and Related Rights at the World Intellectual Property Organization (WIPO), which is addressing exceptions and limitations for libraries, archives, and museums, as well as for educational institutions and persons with disabilities. The agency organized a convening of library, archive, and museum (LAM) professionals on cross border copyright issues for LAMs and disseminated information on same, including reporting on IMLS investments in projects with a focus on copyright.	
3.3	Promote inter-agency engagement to improve access to information services for underserved communities and remove barriers that prevent individuals from using these services effectively.	Met	Success: The agency hosted two workshops with the Small Business Administration (SBA) to help museums and libraries access the Paycheck Protection Program (PPP) and other resources to help mitigate the economic impact of the pandemic. Nonprofit museums, historical sites, zoos, and botanic gardens received 3,053 PPP loans, totaling \$753 million, and saving approximately 65,302 jobs. Nonprofit libraries received 678 PPP loans, totaling over \$70 million, and saving approximately 6,841 jobs.	

	Targets	Status	Successes and Challenges	Also Supports
3.4	Increase access to IMLS through the National Book Festival partnership with Library of Congress.	Met	<p>Success: National Book Festival successfully ran as a virtual event from September 25–27, 2020. It received media attention from every state in the United States, and 38 percent of visitors to the Festival were also first-time attendees to the festival in 2020, evidencing a broader reach than in the past.</p> <p>Challenge: The pandemic forced the shift from an in-person to virtual event. The unplanned shift consumed staff time that would be used to develop Key Performance Indicators.</p>	1.1, 2.1, & 2.4
3.4	Develop IMLS Style Guide.	Progress Made	<p>Success: The Agency drafted a plan for a style guide, informed staff of the project, and began with a glossary of terms.</p> <p>Challenge: The Agency pursued other urgent priorities during FY 2020, such as necessary communications for pandemic and CARES Act related activities.</p>	
3.4	Expand the IMLS social media presence to ensure updated information about agency programs and priorities.	Met	<p>Success: IMLS integrated its social media function into the existing contract with Vanguard Communications, expanding capacity and ensuring regular posting, planning, and monitoring.</p>	
3.4	Produce timely award announcements and Notice of Funding Opportunity (NOFO) releases.	Met	<p>Success: Every NOFO and award announcement was released on time.</p>	
3.4	Reintroduce the IMLS newsletter.	Met	<p>Success: The IMLS Newsletter was reintroduced and has become standard communications practice again on a monthly basis.</p>	
3.4	Collaborate across the Agency to release Office of Museum Services (OMS) and Office of Library Services (OLS) brochures highlighting office activities and serving a range of audiences.	Met	<p>Success: The OLS brochure was released in December 2019. The OMS brochure was released in January 2020 and shared at the American Alliance of Museum's Museum Advocacy Day in February 2020.</p>	

GOAL 4: ACHIEVE EXCELLENCE

Under Goal 4, IMLS seeks to achieve excellence by attracting, developing, and engaging an effective and dedicated workforce, fostering innovation, collaboration, and learning, adapting to the changing needs of the museum and library fields by incorporating new promising approaches, designing grants to support community investment in museums and libraries, and partnering with federal, nonprofit, and private organizations to promote the public value of museums and libraries.

Under **Objective 4.1**, the Agency seeks to attract, develop, and engage an effective and dedicated workforce, fostering innovation, collaboration, and learning. In FY 2020, IMLS initiated a data strategy and developed its first data warehouse, initiated an Artificial Intelligence/ Machine Learning pilot to support grant application validation checks, completed a data analytics pilot, redesigned its external website, and completed multiple business process improvements to enhance efficiency. The projects and technologies used demonstrated the opportunities the workforce has to innovate and use modern technology to advance the IMLS mission. The Agency concluded three major data and evaluation studies in 2020 and the findings from these studies will immensely help the Agency focus its grantmaking and investment strategy efforts in the future.

IMLS successfully shifted to a new and improved grants management system, eGMS, and created 22 job aids to support staff in transitioning to the new system. IMLS also held several training opportunities including staff brown bag sessions

Under **Objective 4.2**, IMLS is working to adapt to the changing needs of the museum and library fields by incorporating proven approaches and new ideas into programs and services. In FY 2020 IMLS successfully hosted multiple webinars (one viewed over 34,000 times) and engaged in presentations at professional meetings regarding how to mitigate the transmission of COVID on the delivery of museum, library, and

information services, including with respect to the agency's REALM project. A CARES Act informational webinar co-offered by library and museum program staff using a new platform attracted over 900 attendees. The agency made progress on a market analysis and opportunity assessment of museum capacity-building programs and completed analyzing the majority of administrative data for awarded grants in museum services from 2014 to 2018. IMLS updated its existing OMB-approved performance report forms and published 10 Notices of Funding Opportunity (NOFOs), including adding two new, CARES Act-related NOFOs.

Under **Objective 4.3**, the Agency intends to design IMLS grants and awards to encourage communities to invest resources, funding, and other support for museums and libraries. IMLS sought to increase the effectiveness of the Agency's grant management process and to enhance grantmaking opportunities for small cultural institutions to accomplish this objective. Program offices were responsive to the needs from the field as museums and libraries adapted to rapid changes over the course of the year. IMLS also continued to update and reformat several chapters of its comprehensive Grants Administration Manual. The Agency also implemented eGMS to effectively award, administer, and monitor awards, and developed the FY 2020 and CARES Act NOFOs.

Under **Objective 4.4**, IMLS forges effective partnerships with federal, nonprofit, and private organizations to promote the public value of museums and libraries. IMLS engaged with the Library Statistics Working Group quarterly, discussing topics ranging from adding COVID-19 questions to IMLS' national surveys, assessing methodological changes, and reviewing research. The agency received substantial donations from the Andrew W. Mellon Foundation and the Carnegie Corporation of New York in support of its Realm project, and continues to collaborate across the federal government with the Centers for Disease

Control, the Smithsonian Institution, the Library of Congress, and the National Archives and Records Administration. IMLS participated in meetings to share information and updates with the Natural and Cultural Resources Recovery

Support Function Leadership Group (NCR RSFLG) and related subgroups, as well as participate in meetings with other federal agencies and nonprofit organizations as part of the Heritage Emergency National Task Force (HENTF).

The table below provides additional details related to targets, successes and challenges related to Goal 4.

OBJECTIVE 4.1–4.4 DETAIL

	Targets	Status	Successes and Challenges	Also Supports
4.1	Improve agency efficiency in IT-related functions by reducing administrative burden and establishing innovation pipeline.	Progress Made	<p>Success: In support of working remotely and reducing administrative burden, IMLS implemented DocuSign for document workflow and authoritative digital signatures, added Zoom, Teams, and GoToWebinar video conferencing and collaboration capabilities. Further, IMLS simplified the payment process for panel members, saving about 200 hours per grant program.</p> <p>The Agency further streamlined the IT contract footprint and consolidated four contracts into one with further consolidation expected in FY 2021. IMLS implemented the self-service/on-demand training capability called Udemy for Business at the end of the fiscal year making O365 and other training available to all staff. Adoption of the service will take place throughout FY 2021. IMLS also fostered projects and technologies to demonstrate the opportunities IMLS staff had to innovate and use modern technology to advance the IMLS mission. Finally, IMLS closed the server room to enable new office space development.</p> <p>Challenge: Initiated discussions about the implementation of an agency innovation pipeline. Consolidation of IT policies task is a priority for 2021. Both delays were due to the additional workload resulting from COVID-19. Server room consolidation was impacted by COVID-19 since staff were not able to be in the office.</p>	3.2
4.1	Complete the revision of the IMLS Grants Administration Manual.	Progress Made	<p>Success: The Agency has made considerable progress in updating the Grants Administration Manual and associated procedures to reflect its new eGMS system, new grant-related regulations, and other updates.</p> <p>Challenge: Time-sensitive activities relating to CARES Act grant programs took priority for the program staff who had been reviewing and writing sections of the Grants Administration Manual. IMLS is incorporating new 2 CFR grant-related requirements that were published in the Federal Register on August 13, 2020.</p>	
4.1	Transition all grant management processes to eGMS, provide training to all staff who use the system.	Met	<p>Success: IMLS successfully transitioned to eGMS and created 22 job aids for staff. IMLS also held several training opportunities including staff brown bag sessions.</p>	

	Targets	Status	Successes and Challenges	Also Supports
4.1	Receive an unmodified financial audit with no notices for recommendation (NFR) and develop associated financial and performance reports.	Met	<p>Success: The FY 2020 audit was unmodified and there were no open NFRs at the time of the audit report.</p> <p>IMLS set success targets in March 2020 to support the Agency's development of the annual financial and annual performance reports. IMLS staff drafted the FY 2020 Annual Performance Report (AFR) in late summer 2020, and successfully submitted it on time in November.</p>	
4.1	Design and roll out simplified Employee's Performance Planning Appraisals (EPPAs) with updated description of standards and measurable benchmarks.	Progress Made	<p>Success: IMLS issued its annual performance benchmarks and all mid-year staff performance reviews were completed accurately and on time.</p> <p>Challenge: In order to address COVID-19 management issues, the Agency shifted administrative resources. New elements will be considered for inclusion in the FY 2021 review of EPPA descriptions.</p>	
4.1	Fully implement Delphi (an acquisition system that is integrated with the Agency's accounting system) by the end of Quarter 3, including training of all staff.	Progress Made	<p>Success: Completed full configuration of access, business, and administrator requirements. Defined user responsibilities and roles. All outstanding inactive contracts have been finalized and system implementation is pending user acceptance testing.</p> <p>Challenge: Due to COVID-19-related travel restrictions, onsite user training was delayed. Planned training is virtual, rather than onsite. User training and final testing is scheduled for Q2 FY 2021.</p>	
4.1	Ensure IMLS staff understand and implement their ethical responsibilities and incorporate ethical principles and safeguards into grantmaking and peer review procedures and practices (including eGMS protocols and Grants Administration Manual).	Met	<p>Success: IMLS created eGMS protocols for ethics compliance, which include technical support to help staff and reviewers avoid conflicts of interest. The agency also updated its grant-related procedures to reflect previously separately maintained ethics protocols. 100 percent of IMLS staff received ethics training, which included modules on grant-related responsibilities.</p>	
4.1	Put in place procedures and practices to meet the requirements of the Office of Management and Budget (OMB)/National Archives and Records Administration (NARA) Memorandum M-19-21: Transition to Electronic Records.	Progress Made	<p>Success: IMLS is continuing to assess records-related matters associated with various platforms used by the Agency (e.g., SharePoint, Teams). The Agency continues to apply NARA protocols to agency platforms.</p>	
4.1	Provide opportunities for legal fellows and interns to develop a cadre of diverse professionals.	Met	<p>Success: In FY 2020, the Agency supported seven law student interns and one post-graduate fellow. IMLS's program helps develop a diverse cadre of legal professionals to advance museum, library, and information services.</p>	
4.1	Adopt best practices in recruitment, hiring, retention, and employee engagement and ensure supervisors participate in up to date training through the supervisory forum and other opportunities.	Progress Made	<p>Success: The agency provided internal hiring process training and reengaged its Diversity and Inclusion Working Group, retaining a consultant for deliverables related to this internal group.</p>	

	Targets	Status	Successes and Challenges	Also Supports
4.1	Improve morale in response to the EVS survey and other measures.	Progress Made	<p>Success: IMLS conducted two internal staff surveys to assess morale and identify areas for improvement to help employees adapt to the pandemic.</p> <p>Challenges: 2020 FEVS survey was delayed, and results were not returned before the end of FY 2020.</p>	
4.1, 4.2, 4.4	Improve IT services through the provision of updated computers.	Progress Made	<p>Success: Completed procurement of new laptops for the Agency. Delivery is expected in FY 2021.</p> <p>Challenge: COVID-19 impacted the IT supply chain and delayed the delivery of laptops until FY 2021.</p>	3.2
4.1, 4.4	Increase IT security.	Progress Made	<p>Success: The IMLS Chief Information Security Officer (CISO) position was advertised within FY 2020 and was filled in October 2020. IMLS is actively participating in DHS Cyber Security activities and is highly responsive to requests and issues. The annual all staff IT Security training is on track to be completed within calendar year 2020. The IMLS regularly phishing tests and annual phishing training to support risk mitigation.</p> <p>Challenge: The agency had a goal of fewer than three security audit findings, but had three. Two of the findings, however, were recently allocated criteria and will be resolved in FY 2021.</p>	
4.2	Successfully complete market analysis and opportunity assessment of museum capacity-building programs.	Progress Made	<p>Success: IMLS received OMB approval of survey and overall project methodology on July 31, 2020. The agency has created the survey and identified participants in interviews and focus groups. The final report was completed by December 2020.</p> <p>Challenge: Project end date extended to December 31, 2020.</p>	
4.2	Complete awarded museum grants research.	Progress Made	<p>Success: IMLS contractors completed analyzing the majority of administrative data for awarded grants in museum services from 2014 to 2018. A Theory of Change and associated Logic Models for the portfolios, as well as illustrative project examples for each portfolio were completed. A comprehensive final synthesis report with quantitative and qualitative data for each of the portfolio areas and recommendations from a gaps analysis against trends was completed in December 2020.</p> <p>Challenge: Unanticipated agency priorities due to the pandemic and CARES Act funding slightly delayed the timeline for this project.</p>	
4.2	Improve IMLS interim and final performance report forms to accommodate monitoring requirements and generate extractable project-derived information that can be compiled easily for syntheses, hypothesis-building, grant-program improvements, and dissemination of results to the museum and library fields.	Progress Made	<p>Success: The Agency updated its existing OMB-approved performance report forms to accommodate projects funded in FY 2020.</p> <p>Challenge: IMLS postponed the effort to devise new forms due to new requirements made known in the 2 CFR revisions posted in the Federal Register on August 13, 2020.</p>	

	Targets	Status	Successes and Challenges	Also Supports
4.2	Improve Notice of Funding Opportunity (NOFO) language, refine review, and posting processes and clear twelve NOFOs through OMB and publish on time to allow applicants 90 days to write applications.	Progress Made	<p>Success: IMLS completed 10 NOFOs on time, adding two CARES Act NOFOs.</p> <p>Challenge: Largely due to CARES Act priorities for staff, IMLS postponed the work on three other NOFOs (the Native American Library Services: Basic Grants, Native American Library Services: Enhancement Grants, and Native Hawaiian Library Services Grants) to FY 2021, and adjusted the application due dates to mid-April to mid-May, ensuring that the postponement will not negatively affect applicant work or award making in FY 2021.</p>	
4.2	Begin to use community metrics to make grant decisions.	Met	<p>Success: IMLS Director used community metrics to identify areas of greatest need for CARES Act applications.</p>	
4.2	Update key performance indicators for Office of Library Services grant programs to enhance baseline data for assessment of program performance.	Progress Made	<p>Success: Initiated portfolio assessment project</p> <p>Challenge: Project timeline delayed due to the pandemic. Agency began monitoring project library grants at beginning of FY 2021.</p>	
4.2	Convene the National Museum and Library Services Board to advise the agency on its programs and operations.	Met	<p>Success: The National Museum and Library Services Board met twice in FY 2020: December 5, 2019, and June 11, 2020. The agency convened its members virtually for the first time in June 2020, to ensure ongoing engagement, notwithstanding the impact of COVID-19.</p>	
4.2, 4.4	Coordinate with Library Statistics Working Group (LSWG) on the Public Libraries Survey (PLS) and State Library Administrative Agency (SLAA) Survey.	Met	<p>Success: IMLS hosted quarterly LSWG meetings. LSWG members represent five state library chiefs; five state data coordinators; and three researchers (with two vacancies). Through FY 2020, LSWG as a collective body worked on reviewing proposed PLS data elements; deliberating on policy, administrative and methodological improvements to the PLS and the SLAA Survey; and reviewing and deliberating on multiple reports associated with the FY 2017 and FY 2018 PLS surveys.</p>	2.3, 3.2 & 3.4
4.3	Implement the Grants Administration Manual, eGMS policies and procedures, and Notification of Funding Opportunity development and ensure that IMLS staff have knowledge and tools to effectively award, administer, and monitor grants and cooperative agreements, including an updated Grants Administration Manual.	Progress Made	<p>Success: IMLS continues to update the policies and procedures in the agency's Grants Administration Manual and completed several chapters. The Agency also implemented eGMS to effectively award, administer, and monitor awards, and developed the FY 2020 and CARES Act NOFOs.</p>	

	Targets	Status	Successes and Challenges	Also Supports
4.3	Strengthen Grants to States program resources to assist program officers and State Library Administrative Agencies (SLAAs) to carry out programmatic responsibilities.	Met	Success: The Agency updated its SLAA manual and its State Maintenance of Effort (MOE) guidance to help the States carry out their programmatic responsibilities and deliver library services to their residents.	
4.4	Structure the meetings of the National Museum and Library Services (NMLS) Board to enhance policy advice regarding interagency coordination and collaboration.	Met	Success: The agendas of the 40th and 41st meetings of the National Museum and Library Services Board (on December 5, 2019, and June 11, 2020) provided opportunities for board member input on interagency coordination and collaboration. New opportunities with other federal agencies and offices are identified and developed with board guidance (for example, on the Semiquincentennial of the United States).	
4.4	Strengthen IMLS's capacity to engage in public/private partnerships to enhance the delivery of services to the public and communicate to outside entities how they can support the work of IMLS.	Met	Success: The Agency implemented new protocols for soliciting and accepting donations and provided associated training to enable agency officials to carry out its provisions. IMLS also updated its Pay.gov page and received donations from outside entities, including the Andrew W. Mellon Foundation and the Carnegie Corporation of New York. IMLS has retooled resources to engage in public/private partnerships and to exercise its authority to solicit and invest donations in support of the Agency mission.	
4.4	Facilitate public outreach to associations in the museum and library fields to further agency priorities.	Met	Success: IMLS reestablished regular meetings with liaisons in the museum and library fields. Association leads were engaged in discussions to solicit individual perspectives on COVID practices and critical agency studies and data collections.	
4.4	Provide technical assistance to Administration and Congressional stakeholders to support museum, library, and information services and leverage the resources of museums and libraries to meet critical needs.	Met	Successes: IMLS provided technical assistance to the Administration and Congressional staff on a broad array of legislative priorities, including COVID-19 response, broadband access, engagement with other Federal agencies on museum and library-related activity, and protecting America's cultural and historical heritage.	
4.4	Leverage the Heritage Emergency National Task Force (HENTF) Natural and Cultural Resources Recovery Support Function Leadership Group (NCR RSFLG) to integrate Federal assets and capabilities to help state and tribal governments and communities address long-term environmental and cultural resource recovery needs after large-scale disasters.	Met	Success: The Agency participated in meetings to share information and updates with the NCR RSFLG and related subgroups, as well as participate in meetings with other federal agencies and nonprofit organizations as part of the HENTF. Participated in meetings and shared agency updates with the Cultural Heritage Coordinating Committee (CHCC) and related work groups.	

SECTION 4

Other Information

4.1 MAJOR MANAGEMENT PRIORITIES AND CHALLENGES

In October 2019, IMLS transitioned to eGMS, an electronic grant management system. eGMS allows staff to create a variety of reports including: Audit Trail Report, Completed Review Report, Program Funding Recommendations Report, Application and Award Data Export Report, Application and Award History Report, Award Payments Report, USA Spending Report, Web ADI Report, and Closeout Web ADI Report for grants management work by OGPM.

The eGMS system automatically captures data from applications submitted to all grant program

deadlines, including two new opportunities created for the CARES Act. eGMS significantly improved agency efficiencies by serving both as a central database of application and award data and as a medium by which IMLS can receive change requests and other communications from awardees. This is an improvement over the previous system, a relational database (AAMS) and email correspondence.

The centralizing function of eGMS is a potentially rich starting point for future improvements to reporting and evaluation.

4.2 CROSS-AGENCY COLLABORATIONS

IMLS awards grants to the museum sector and library fields. However, high-level strategic work and focused initiatives span the agency, and in FY 2020, increased intra-agency collaboration made the most of all our resources.

- CARES Act
- Community Catalyst Initiative
- eGMS
- Broadband partnerships and grantmaking
- National Medal for Museum and Library Service

4.3 EVIDENCE BUILDING

During FY 2020, IMLS continued efforts to increase capacity for creating and utilizing evidence to inform grantmaking and other decisions. The efforts blended monitoring of performance with more systematic evaluations of the Agency's signatory grant programs, mixing the expertise and resources of its staff and third parties. However, due to the COVID-19 pandemic and the need to focus much of the Agency's efforts on administering CARES Act funds, evidence-building capacity efforts were limited. Additionally, the landscape in which libraries and museums operate has changed, and there is much to be learned from CARES-funded initiatives and activities. Such conditions have led to a need to rethink IMLS performance indicators and reset baseline data and targets for success accordingly.

The Agency will be revising its strategic goals and objectives in FY 2021, and data collection and monitoring efforts will shift to align with those revised goals and objectives by FY 2022. As part of performance management planning efforts, IMLS will work to increase the robustness of data collection, analysis, and reporting.

This will include a careful operationalization of the strategic objectives into measurable and meaningful performance measures, an assessment of the current methods used to gather information about IMLS programs, and a plan for how IMLS and its grantees will adapt their processes to reliably and regularly gather data on performance measures, set meaningful targets, and report on the Agency's progress.

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

4.4 HYPERLINKS

1. FY 2020 Annual Financial Report (AFR): <https://www.imls.gov/sites/default/files/publications/documents/2020afr.pdf>
2. Website: www.imls.gov
3. Transforming Communities: IMLS Strategic Plan, 2018–2022: <https://www.imls.gov/sites/default/files//publications/documents/imls-strategic-plan-2018-2022.pdf>
4. Public Libraries Survey (PLS): <https://www.imls.gov/research-evaluation/data-collection/public-libraries-survey>
5. State Library Administrative Agency (SLAA) Survey: <https://www.imls.gov/research-evaluation/data-collection/state-library-administrative-agency-survey>
6. Publications: <https://www.imls.gov/publications>
7. Awarded Grant Search: <https://imls.gov/grants/awarded-grants>
8. National Medal for Museum and Library Service: <https://imls.gov/our-work/national-medal-museum-and-library-service>
9. Public Library Search and Compare Tool: <https://imls.gov/search-compare/>

4.5 DATA VALIDATION AND VERIFICATION

For FY 2020, 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 2021. 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.