



Indiana Library Federation Advocacy Planning Guide

*Advancing Library Services for the
Benefit of Indiana Residents*

Did you know?

Your membership dues helps support the full range of member services by Indiana Library Federation: communications, professional development, advocacy, awards, special projects, collaborations and administration.

Your registration fees at ILF conferences helps support our lobbying and advocacy efforts.

On behalf of Indiana's library community, thank YOU for your support.

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Indiana Library Federation welcomes advocates!

Dear Library Champion,

This is an exciting time to be a part of Indiana Library Federation. With our *ILF Strategic Vision 2017-2022*, we have prioritized advocacy for all types of libraries. We are planning a range of advocacy activities that require active involvement by our members and champions.

The purpose of this guide is to explain how the Indiana Library Federation and its members and champions may take action to shape policies and funding to advance library services for the benefit of Indiana residents.

ILF STRATEGIC VISION 2017-2022



Indiana Library Federation leads, educates and advocates to advance library services for the benefit of Indiana residents.

www.ilfonline.org



Wherever you are in your comfort level with advocacy, we hope you will join us in taking action. Whether sharing why libraries are important with everyone you know or speaking directly with your policymakers, we must tell our story. Repeat, repeat, repeat. Check our website for a related Communications Planning Guide with professionally developed *Libraries Transform Indiana* messaging tools (available to *members only*).

We invite you to get involved in our work.

Contact us if you have any questions.

Lucinda Nord, Executive Director
Indiana Library Federation

Mission: *Indiana Library Federation leads, educates and advocates to advance library services for the benefit of Indiana residents.*

Vision: *Through access to responsive and innovative libraries, Indiana residents have the knowledge and skills to thrive.*

The Legislative Process

How a Bill Becomes a Law

Let's start with how a bill becomes a law, which is similar at the federal and state levels of government. There are online resources that explain this process in greater detail.¹ For the purposes of this guide, the graphic at right briefly explains the steps between introducing a bill and signing it.^{1 2}

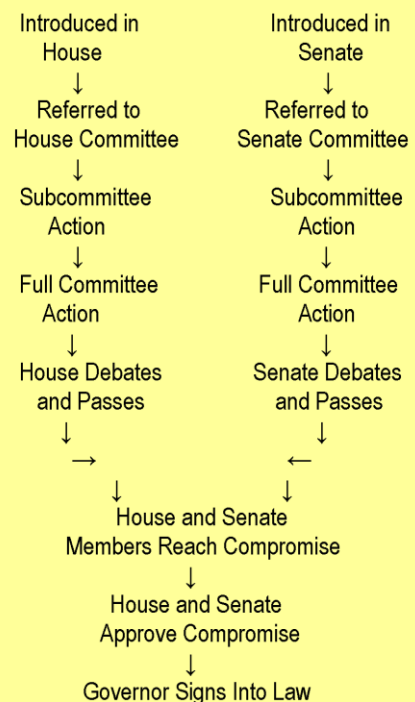
In the Indiana General Assembly, hundreds of bills are filed each legislative session. Only a fraction of introduced bills actually make it through the committee process to the floor for a vote or possible enactment. In Congress, nearly seven thousand bills are filed each 2-year session of Congress, and yet only a few hundred are enacted, with most related to naming of buildings and roads. See chart(s) next page.

Examples of State and Federal Legislation

- The Indiana General Assembly enacts a biennial budget³ (July – June) in “odd” years, now over \$32 billion. The State Budget, always HB1001, includes funding to support INSPIRE databases, staff and programs, Indiana State Library facilities and internet connectivity. Schools and higher education comprise about 58% of the state budget.
- The Indiana General Assembly enacts legislation related to how property, income and sales taxes are calculated, collected and disseminated to units of government, including libraries and schools.
- The U.S. Congress creates an annual budget (Oct-Sept) that includes financial support that benefits libraries through Institute for Museum and Library Services. Library Services and Technology Act (LSTA) funding is appropriated through annual Labor, Health and Human Services and Education Appropriations bill(s). Other federal funding sources in support of libraries are derived from the U.S. Department of Education through the Innovative Approaches to Literacy (IAL). Indiana receives about \$3M annually in LSTA funds.
- When the federal appropriations process stalls, Congress will sometimes pass a “continuing resolution” that funds federal agencies at the same levels as the prior year.

How the Legislative Process Works

The chart below shows the most common way that proposed legislation is enacted into law. Many bills, however, do not become law because their progress is stopped somewhere during the process—in committee, on the floor of the House or Senate, in conference or by gubernatorial veto.



¹ Vote Smart, available at <https://votesmart.org/education/how-a-bill-becomes-law#.WYsHn1WGMdU>

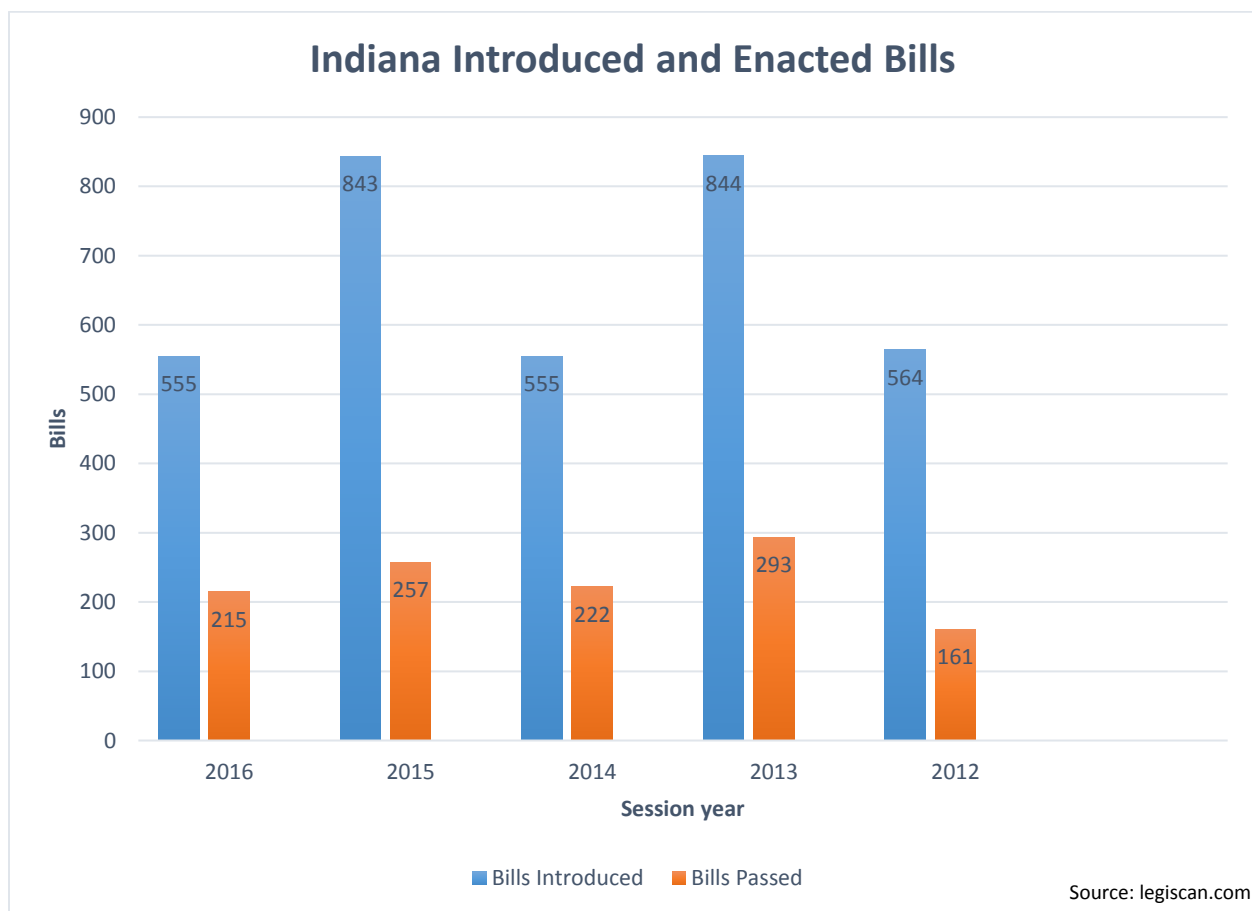
² “Advocacy 101,” <http://tcadp.org/wp-content/uploads/2010/07/Legislative-Advocacy-101.pdf>

³ State of Indiana, <http://www.in.gov/itp/2340.htm>

Comparison of Bills Introduced to Bills Enacted

The charts below illustrate how few bills that are introduced actually are enacted. Many introduced bills die without receiving a hearing. Some bills die for lack of support in one chamber or both, or for lack of compromise on the final version of the bill. The language of one bill may be amended into another bill. Procedural requirements in each chamber dictate how bills may be heard and amended.

	2012	2013	2014	2015	2016
# bills introduced in Congress ⁴	10,325		8,571		9,665
# laws enacted by Congress	284 (112 th)		296 (113 th)		329 (114 th)
# bills introduced in the Indiana General Assembly	564	844	555	843	555
# laws enacted by the Indiana General Assembly	161	293	222	257	215



Local Legislation

Local government follows a similar, but slightly different, process for ordinances and resolution: introduction, public reading, amendment, vote and signature by presiding officer. Certain actions may be veto-proof and may have publication requirements. Each type of unit of local government operates by a specified process.

⁴ <https://www.govtrack.us/congress/bills/statistics>

ILF's Role with Legislative and Rulemaking Processes

Indiana Library Federation monitors legislation and legislative activity related to libraries. ILF may work to affect state or federal legislation with a number of actions that align with the annual *ILF Policy Priority Agenda* by:

- Helping policymakers understand library issues *before* any legislation or administrative change is introduced;
- Monitoring or participating in committees, commissions and initiatives which generate ideas for possible legislation;
- Providing library-supportive language to policymakers for inclusion in introduced legislation or administrative code;
- Providing library-supportive language, specific data or talking points to members and stakeholders to increase support;
- Working through partners or coalitions on specific issues;
- Coordinating testimony in committee meetings or legislative or administrative hearings; and
- Convening meetings with legislators, policy makers and key influencers.

Celebrate Legislative Successes

In the 2017 session of the Indiana General Assembly, Indiana Library Federation lobbied to:

- ***Sustain funding for INSPIRE databases;***
- ***INCREASE funding by \$1 million for library internet connectivity;***
- ***Work with partners to increase school internet connectivity;***
- ***Worked to remove language about school libraries in a school consolidation law, and much more.***

Rulemaking, Public Comment Periods and Input Processes

Public processes often require notice and opportunity for the public to weigh in on proposals that change policies or funding. Sometimes, a new law will require administrative action, or a rulemaking process, to add language to the Indiana Administrative Code. An open comment period is when citizens and organizations are invited to provide written comments on a specific proposal, idea or rule. Sometimes, a state or federal agency will offer opportunities to provide comments verbally in public meetings, hearings or focus groups. Processes may be formal or informal.

Recent examples of comment periods affecting libraries

The IN Department of Education received 523 comments on its Draft ESSA Plan in July 2017. The Final ESSA plan referenced input about "support for certified librarians" and a meeting with Indiana Library Federation.

The Federal Communications Commission received over 20 million comments about its plan to repeal net neutrality rules in 2017.

Examples include:

The Federal Communications Commission received over 20 million comments from the public regarding its plan to repeal its rules on net neutrality in the WC Docket No. 17-108.

The Indiana Department of Education accepted public comments on its *Draft Consolidated Plan Under the Every Student Succeeds Act (ESSA)* before submitting to the Governor, whose office submitted the plan to the federal U.S. Department of Education.

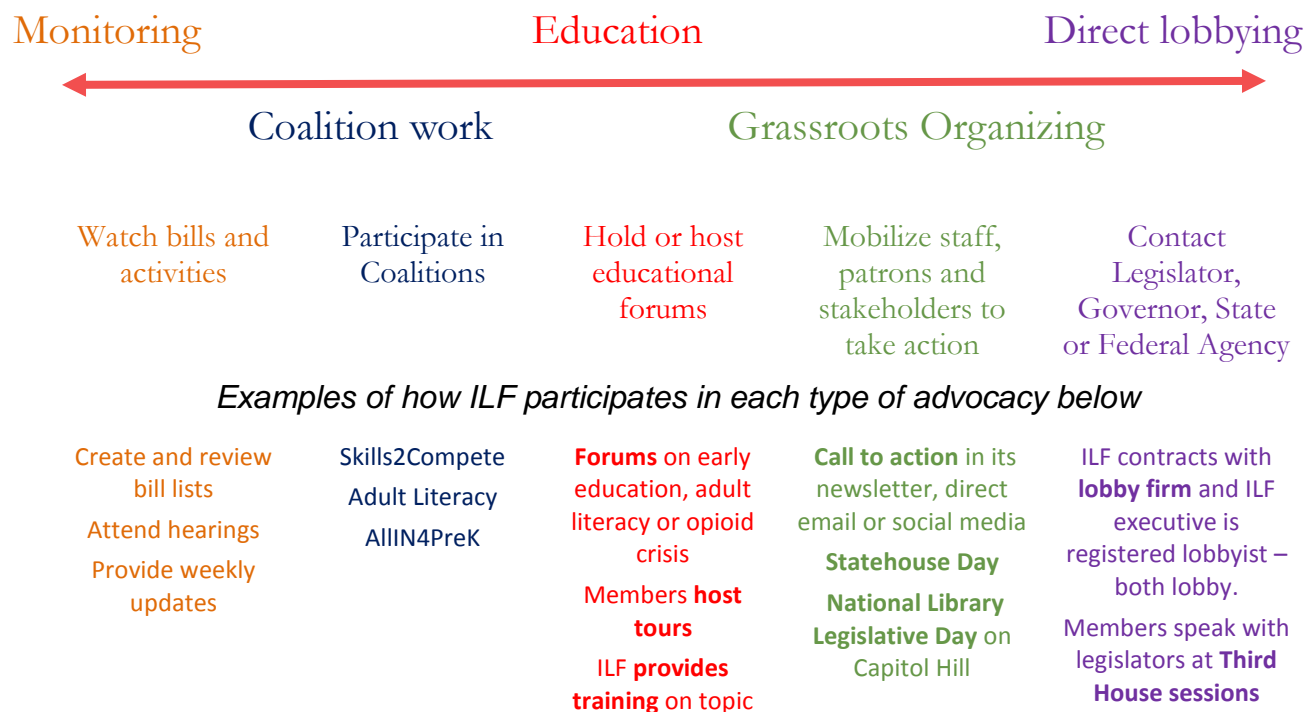
The Indiana Historical and Library Board accepted comments on proposed changes to certification standards prior to adoption in 2016.

The Indiana Department of Workforce Development offered regional employer feedback sessions around the state before finalizing its round of Skill Up grants.

Advocacy 101

Advocacy Activities

Advocacy includes the full range of activities used in order to influence legislation, administrative rules or policies. Indiana Library Federation uses all types of activities to advance our mission.



Advocacy, Lobbying and Partisan/Political Action in Indiana



Many people confuse advocacy with lobbying and political action. Laws and rules clearly separate each type of activity—but it does not prevent common misconceptions. Certain court and IRS decisions also may blur the lines between each activity.

Lobbying is a subset of Advocacy Activities and may involve specific legal requirements at the local, state or federal level, depending upon the type of organization that is engaged in lobbying, the amount of organizational resources spent, the type of message/activity and who is conveying the message.

What is advocacy? Advocacy is the act of showing support for a specific *issue* without taking a position on a specific bill, vote or action. Advocacy is similar to storytelling with a specific intention of changing the level of awareness, understanding or support for or about an issue. Advocacy may include:

- Sharing your library's story in print, electronic or mass media;
- Wearing or displaying a message on a t-shirt, button, lapel pin, bumper sticker or window cling;
- Sending policy makers information, statistics, an annual report or a letter of explanation;
- Inviting a policymaker to an event, meeting or library tour; or
- Launching a communications campaign that aims to increase awareness, understanding or support for an issue (not a specific policy position).

What is lobbying? Lobbying⁵ is using organizational resources (employees, materials or paying someone else) to influence the outcome of legislation, policy or contract decision. Lobbying involves a specific “ask” to influence a policy outcome, i.e. to “vote yes” or “vote no” on a bill, to “support” or “oppose” funding or a policy or action. Lobbying does not include:

- Application or negotiation of an award or contract;
- Testimony or communication in hearing or meeting *upon request* by a legislator or state agency;
- Communication solicited by state agency;
- Participation on a committee or commission; or
- Acts as an individual or volunteer (who are not using any organizational resources).

What are the types of lobbying?

- *Direct* – communicates position to take action (i.e. vote yes, support this, oppose that)
- *Grassroots* – urging others to take action to contact their policymaker to take action on a position

What is political action?

Generally, we will refer to political action as supporting or opposing political candidates, parties or ballot questions. Individuals and institutions may engage in political action. Individuals, as citizens and *not using library resources*, may volunteer for a political campaign or a political party and/or may volunteer to advance a referendum ballot question. Individuals may also voluntarily contribute to political action parties, organizations, committees or campaigns.⁶



However, political action is *expressly forbidden for nonprofit organizations such as Indiana Library Federation and American Library Association*. Nonprofit organizations may jeopardize their 501(c) 3, tax-exempt status if they engage in any partisan or political activity. Our nonprofit resources MAY NOT support or oppose any candidate or party. Generally, employees of units of government are not permitted to engage in political action activities while acting as an employee of the unit of government.

What are political action organizations or committees?

The term “political action organization” describes a specific type of nonprofit organization with a 501(c) 4, (c) 5 or (c) 6 determination with the Internal Revenue Service that is permitted to use organizational resources to influence policy AND to support political candidates, parties or public questions, but under specific requirements. Political action committees may be formed to support or oppose political candidates, parties or public questions (i.e. capital projects referenda). Activities are regulated, must be reported to the Indiana Election Division and usually require external consulting support for proper procedures and reporting.

⁵ Indiana Code defines lobbying as communicating by any means, or paying others to communicate by any means, with any legislative official for the purpose of influencing any legislative action. Through an executive order, Governor Daniels created rules for “executive branch lobbying”, which includes any action or communication made to delay, oppose, promote, or otherwise influence the outcome of an executive branch action.

⁶ Individuals are encouraged to separate actions as an individual citizen from actions as a library employee.

Sample advocacy, lobbying and political action messages

Advocacy Message – INSPIRE is a critical resource in Indiana’s libraries that depends on funding from the Indiana General Assembly. INSPIRE is a collection of databases that provides all Hoosiers access to scholarly research, Rosetta Stone, teaching books and test prep materials.

Lobbying Message –Please vote yes for the \$1 million for INSPIRE databases in HB 1001.

Political Action Message – Please help elect Rep. NAME this November because she helped secure funding for INSPIRE databases.

Advocacy, Lobbying and Indiana Library Federation

ILF Contracts with Bose Public Affairs

As a benefit provided to its members⁷, Indiana Library Federation has maintained a long-standing contract⁸ with Bose Public Affairs to provide lobbying and government affairs services. Below offers a summary of the negotiated scope of work; Bose has been responsible to:

1. **Provide ILF access to the full Bose staff team:** Provide one primary relationship manager who will serve as the lead contact from Bose for all ILF issues. Provide access to the full team of lobbyists and government affairs specialists to maximize relationships and expertise toward ILF policy priorities.
2. **Attend ILF meetings:** Attend certain ILF Committee meetings, Legislative Fall Forum, Annual Conference and other meetings upon request.
3. **Secure policymaker meetings:** Secure meetings with policymakers and key stakeholder leaders, plus support the Library Day at the Statehouse with Bose staff and interns for meetings and logistics with ILF members.
4. **Monitor legislative and administrative activities:** Monitor state-level legislative and administrative policy activities, including the legislature, agencies, contracts and rulemaking procedures.
5. **Represent ILF and advance policy agenda:** Advance ILF policy priorities as approved by the ILF Board through informal and formal networking and through direct lobbying. Help secure legislative authors and sponsors for ILF-initiated legislation; represent ILF to policymakers and influencers.
6. **Provide regular updates and expertise:** Provide regular verbal and written informational updates on politics, policies, hot topics, trends and issues relevant to libraries. Provide updates on activities within scope of work to advance the ILF policy priorities. Advise ILF as appropriate.
7. **Comply with law and best practices:** Register and report with Indiana Lobby Registration Commission (for both Bose and ILF) and to any other required entity. Identify and report to the ILF office any potential conflicts of interest and overlapping interests held by Bose and ILF.

Member only benefits

- Access to internal reports provided by Bose Public Affairs
- Access to Advocacy/Legislative Committee and Board minutes
- Eligibility to serve on a Committee or Board and to participate in certain activities and special projects

Lobby Requirements for ILF

Organizations that spend a substantial amount of time or resources to affect specific law, policy, contract, etc. are required to register and track expenditures and activities:

- IN Legislative –Because ILF spends more than \$500/year, ILF registers before deadline (Nov. 1) with the IN Lobbying Registration Commission at www.in.gov/ilrc and file reports in May and November.
- IN Executive Branch Lobbying – If ILF were to spend more than \$1,000/year, ILF would be required register up to 15 days after event with the Executive Branch Division/IN Department of Administration, www.in.gov/idoa/2471.htm.
- Federal lobbying – not applicable for Indiana Library Federation because far below filing threshold
- IRS Form 990 – ILF reports its total lobby firm contract and specific lobbying expenses paid for the firm and a percentage of executive director time on its annual Form 990 tax return.
- Local - Certain jurisdictions have rules (i.e. City of Indianapolis), which are not applicable to ILF.

⁷ ILF lobbies broadly on behalf of the Indiana Library community. Certain services are only available to *ILF members in good standing*. For example, only members have access to the internal updates from Bose Public Affairs and Advocacy/Legislative Committee meeting minutes or to participate on an ILF Committee or Board.

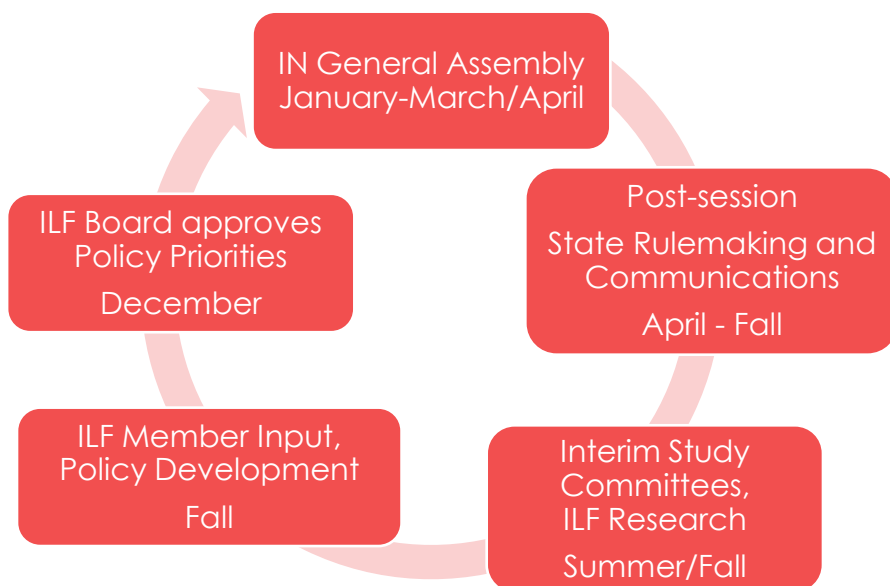
⁸ In 2017, the contract paid by Indiana Library Federation to Bose Public Affairs was more than 10% of the total ILF budget. The lobbying portion of these total costs are reported to the Indiana Lobby Registration Commission, available at <http://www.in.gov/ilrc/2335.htm> by viewing Employer Lobbyist reports for ILF.

How does ILF advocate for libraries?

Our mission is to advance libraries, and advocacy is a primary activity toward that mission. We employ the full range of activities throughout the year.

The **Advocacy/Legislative Committee** meets monthly to discuss current issues that may affect Indiana libraries. A **policy priority agenda** is drafted, reviewed and approved by the **ILF Board** annually. ILF contracts with an **external lobbying firm** with deep connections with elected and appointed officials. The lobby firm, and the Executive Director, a registered lobbyist, engage in activities and meetings that further the mission and policy priorities. ILF issues **regular newsletters** and **advocacy updates** to keep members and stakeholders informed of issues. ILF invites **participation by members and champions** at every stage of the process.

The chart at the right illustrates the typical cycle that is based primarily on the Indiana General Assembly calendar. State administrative issues and federal issues may appear anywhere along the calendar. An example might include an **intellectual freedom challenge**, the **federal budget** or **federal policy issue**.



How does ILF decide when to take action?

The mission of the Indiana Library Federation is the foundation of all advocacy work—to advance library services for the benefit of Indiana residents. With input and engagement of over 750 members and stakeholders, the *ILF Strategic Vision 2017-2022* includes specific advocacy goals related to the value of libraries, how libraries are responsive to community needs, information literacy, innovations and the needs of library staff. Indiana Library Federation considers many factors in deciding when to take action:

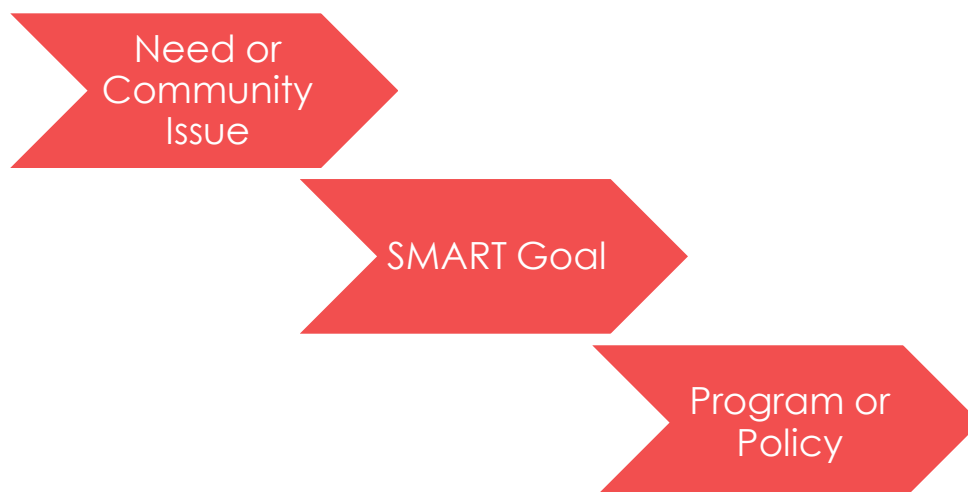
1. **Does the issue align with the ILF Mission and Vision?**
2. **Does the issue advance one or more of the policy priorities as approved by the Board of Directors?**
 - If an issue is included in the board-approved policy agenda, the ILF office may initiate action in state or federal, legislative or administrative proposals through staff, the lobby firm or members or champions.
 - If not within the policy priorities, the ILF Advocacy Committee may address an issue to determine recommendation to the board or possible actions.
3. **To what extent does the specific policy proposal align with values or meet certain criteria?**
 - Does it advance mission and vision?
 - It is important to the library field?
 - Will our voice make a difference?
 - Does it build supporters?
 - Is it achievable?
 - Does it align with values around access; Library Bill of Rights; good governance; and funding and policy support for academic, public and school libraries?

ILF carefully stewards its advocacy resources—funds, reputation, political capital and member action.

Advocacy Planning

Advocacy planning is similar to program planning.

Experience in program planning helps to consider your advocacy options and strategies. Your goal will help determine the best type(s) of activities.



Below is a chart of sample ways to think about connecting needs to library goals and program or policy solutions around specific needs. Sample forms are in the Appendix for you to complete your own.

What need are you trying to address?	What is your SMART goal ? (SMART = Specific, Measurable, Achievable, Results-oriented, Timebound)	Program Solution Options	Policy Solution Options
Literacy rate in ABC County is below state average and a barrier to economic development	Increase the number of people who can read above a 6 th grade reading level by six (6) community members by Dec. 2018.	Provide one-on-one tutors weekly for the year. Provide one-to-group classes.	Advocate for funding to support literacy program. Advocate eligibility change so that smaller libraries may participate in adult literacy funding grant.
Forty percent (40%) of residents in ABC County do not have access to broadband internet.	Increase the accessibility of the library's internet for local residents through multiple options by June 2018.	Provide mobile hotspots. Remove password for access after-hours and outside the building. Increase open lab availability by 5 hours per week.	Join coalition to support broadband access. Target policymakers and key influencers with message campaign Advocate to policymakers range of policy solutions to expand broadband

Your library's advocacy goals will help determine the best types of activities.

What do you hope to accomplish?

- | | |
|--|--|
| <input type="checkbox"/> Increase knowledge | <input type="checkbox"/> Change agency policy or process |
| <input type="checkbox"/> Increase understanding | <input type="checkbox"/> Eliminate rule or barrier |
| <input type="checkbox"/> Increase number of supporters | <input type="checkbox"/> Create new regulation |
| <input type="checkbox"/> Deepen engagement or level of support | <input type="checkbox"/> Sustain current funding |
| <input type="checkbox"/> Strengthen organization or services | <input type="checkbox"/> Secure new funding |

Even resourced libraries may be challenged to demonstrate measurable success in all of the goal areas listed above. It may be more realistic to select one to three advocacy objectives that align around a broader goal.



Assess the following on an annual basis:

Alignment with mission

- ☐ Goals with advocacy – How do your advocacy goals advance your mission?
- ☐ Board support – How strong is their support for advocacy? If not strong, is developing support among board and stakeholders one of your first goals? As a first step, will they support ILF in its Policy Advocacy through support of membership and conference attendance?

Assess assets and resources

- ☐ Board and key stakeholder support – To what extent are they willing to use their relationships in the community toward advocacy?
- ☐ Resources – What level of time, money or people can you devote to advocacy goals?

Assess constraints

- ☐ **Ability and Role of library / organization** – Does the organization or person have the capacity and skills to advocate? If staff of state-funded academic libraries are not permitted to advocate directly, what other roles may they play?
- ☐ **Risk Assessment** – What is the risk to the library or a library supporter for engaging in advocacy? What is the risk for *not* engaging in advocacy?

Consider advocacy planning through a logic model⁹ for policy advocacy.

Ultimately, we seek long-term outcomes such as an informed citizenry, engaged community, educated workforce or a good quality of life. We engage in policy advocacy to produce intermediate outcomes toward the long-term outcomes. With library advocacy, we seek increased awareness about the value of libraries, increased utilization of libraries, support for librarianship and increased funding for library staff and materials. See the chart on the next page to view sample elements in a logic model for policy advocates, such as:

- **Inputs** – people, time, money, relationships, media, membership in ILF
- **Policy Activities or Strategies** – communications, leadership development, partnerships, coalitions, policy analysis, white papers, relationship development, lobbying
- **Policy Objectives or Intermediate Outcomes** – shift in norms, increased organizational strength, stronger partnerships, increased base of support, improved policies, avoided policies
- **Long-term Outcomes** - changes in impact of improved conditions

⁹ This may be called a logic model, program matrix or theory of change model. It is designed to support purpose of measurement and evaluation of impact.

Sample *Logic Model or Theory of Change* Elements for Policy Advocacy

Inputs	Policy Activities / Strategies	Policy Objectives / Intermediate	Long-term Outcomes
Staff Trustees Friends and Donors Patrons Volunteers Personal and Institutional Membership in ILF (and ALA) State, Federal & Local policy makers Public and Private Funders Media Civic & multi-cultural organizations Target populations Schools Colleges, Universities Community members Faith-based & business leaders Consultants (lobby firm, communications) Evaluators	Framing issues, media campaign, message development Leadership development, strategic planning Relationship development Partnerships, coalitions, joint campaigns, special initiatives Media campaign, voter registration, coalition, policy analysis, debate, development of trusted messengers White papers, research, policy proposals, pilot projects with evaluation, watchdog function Grassroots lobbying Direct lobbying	Shift in norms (awareness, beliefs, values, public behavior) Increased organizational strength (management, stability, capacity to do advocacy) Stronger partnerships (# or types of partnerships, shared priorities, shared goals, powerful partners) Increased base of support (increased media, voter registration, change in public will, increased engagement, increased donors or volunteers) Improved policies (referendum, funding, law) Avoided policies (funding cuts, program elimination, intellectual freedom challenges)	Changes in impact/improved conditions (informed citizenry, engaged community, reduction in poverty, educated workforce, improved health, equality, strong democracy, healthy environment)

Sample Advocacy Elements for your Work Plan

Most libraries have a strategic plan or operational work plan. Some staff may want to add objectives or activities to their own personnel goals.

The chart below offers sample objectives and activities for those who are new to or uncomfortable with advocacy. This is ideal for library staff who want to engage in low-risk activities and gain experience. Experienced advocates may check to see how many activities they do on an annual basis and then add new activities from the policy strategies on page 12.

Desired Intermediate Outcome	Specific Objectives and/or Activities	Timeline and Person Responsible
A. Library has internal capacity to respond to questions and to communicate directly and efficiently with staff, Trustees, ILF, legislators and partners	<input type="checkbox"/> Maintain Institutional and Personal memberships with ILF. Encourage Trustees, Friends and staff to provide email addresses for newsletter and advocacy emails <input type="checkbox"/> Board and staff discuss policy issues or recent <i>ILF Advocacy Update</i> <input type="checkbox"/> Develop and maintain contact lists, including legislators <input type="checkbox"/> Develop communication tools with e-newsletter and updated website	Director and managers Trustees Marketing
B. Board, Executive and Library staff understand Library's role, process for determining policy priorities and taking action.	<input type="checkbox"/> Board and staff discuss Library Bill of Rights, local policy issues or recent <i>ILF Advocacy Update</i> <input type="checkbox"/> Board review and endorse ILF Policy Priorities. <input type="checkbox"/> Board discuss areas for advocacy at local level (<i>what's in or out of scope for us?</i>)	Trustees Directors and Managers Key Library Staff
C. Library's strategic relationships align with Library's goals and priorities	<input type="checkbox"/> Attend coalitions, conferences and meetings <input type="checkbox"/> Align partnerships with local needs and library strategic plan	Directors and Managers Key Library Staff Trustees
D. Library maintains relationships and communications with individual legislators , legislative staff, in order to assure a mutual understanding of Library and Policymaker interests.	<input type="checkbox"/> Hold individual and group meetings <input type="checkbox"/> Attend at Third House or Meet Your Legislator sessions <input type="checkbox"/> Distribute library newsletter, service statistics or stories about policy impacts <input type="checkbox"/> Send thank you note after every meeting <input type="checkbox"/> Host library tours	Trustees Friends Volunteers Key Vendors Directors and Managers Marketing
E. Library is actively engaged in helping advocate for Library board-approved policy priorities and/or ILF Policy Priorities	<input type="checkbox"/> Increase IN co-sponsorship or verbalized support for ILF-led legislation <input type="checkbox"/> Develop alliances with key stakeholders <input type="checkbox"/> Hold educational forums and library events for policymakers and influencers <input type="checkbox"/> Secure one opinion editorial <input type="checkbox"/> Attend Library Day at the Statehouse <input type="checkbox"/> Attend Hill Day in D.C. coordinated by ILF on or National Library Legislative Day by ALA	Trustees Friends Volunteers Patrons Directors and Managers Library staff and retirees Key Vendors Community Partners
F. Library supporting policies and funding are maintained.	<input type="checkbox"/> All of the above	All

Libraries are affected by the policies established or implemented by many different elected and appointed officials. This may include school boards, superintendents, principals; university trustees, administrators, deans and faculty; library board trustees, city or county council members; state agency directors; and so many more. For purposes in this Advocacy Guide, we will focus on state and federal legislators. However, we encourage you to make a list of other key policymakers that affect your library.

Library Districts and Areas Under Contract, 2012



Knowing your Elected Representatives in the Indiana General Assembly

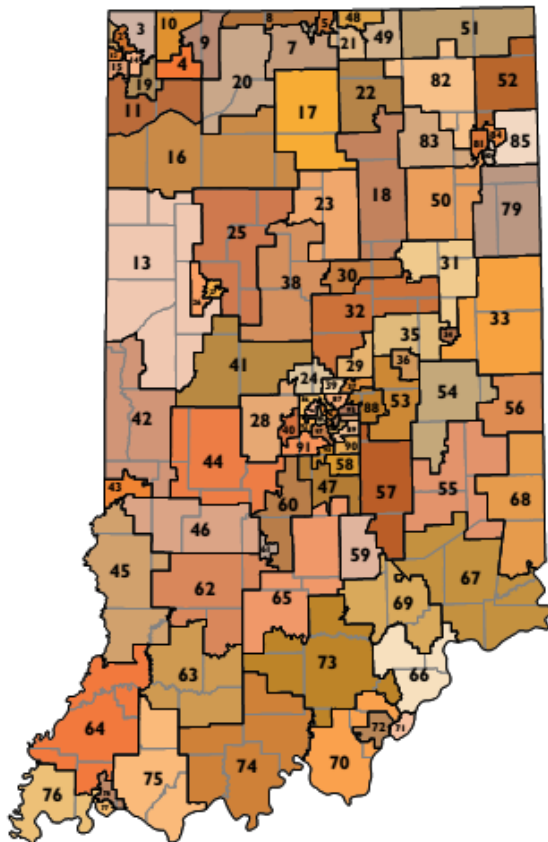
The Indiana General Assembly is comprised of 50 Senators and 100 Representatives. Each Library, School or College/University is located in at least one legislative district for the House and Senate. Certain libraries and schools (especially countywide systems) will serve residents in multiple districts.

Staff and volunteers may live and work in different House or Senate Districts. To determine your state representatives where you live or where you work, enter each address in the lookup tool at <https://iga.in.gov/legislative/find-legislators/>. The maps below are from Stats Indiana.¹¹

Complete the chart below or in appendix to identify your state senator(s) and state representatives:

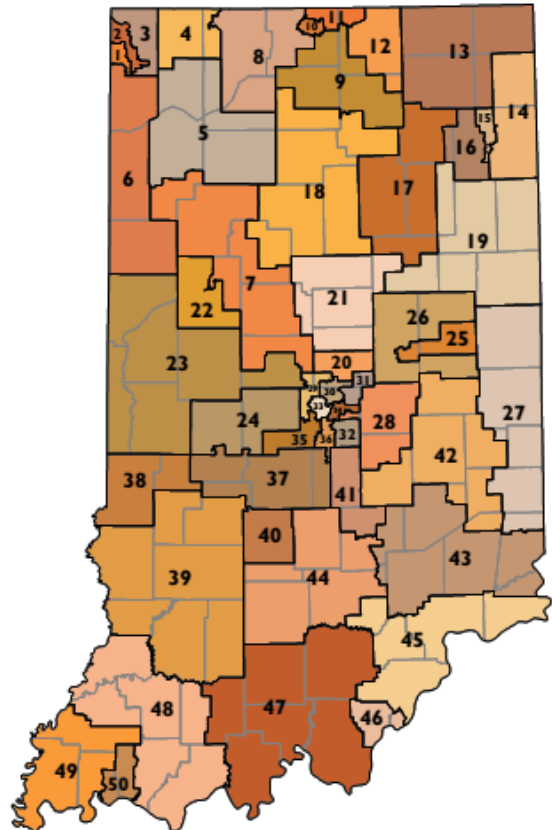
	Contact Info	Notes
State Senator Name (s)		
State Representative Name (s)		

Indiana House Legislative Districts



Source: Indiana Business Research Services, using the boundaries created after Census 2010 redistricting and provided by the Legislative Services Agency, May 2011

Indiana Senate Legislative Districts



Source: Indiana Business Research Services, using the boundaries created after Census 2010 redistricting and provided by the Legislative Services Agency, May 2011

¹¹ Maps are accessible at <http://www.stats.indiana.edu/topic/redistricting.asp> for Indiana House and Senate Districts, as of 2011.

Knowing your Elected Representatives in Congress

Congress is comprised of 100 Senators and 435 Representatives in the House. Indiana is represented by two Senators and nine Representatives. Each Library, School or College/University is located in at least one legislative district for the House of Representatives. Certain libraries and schools (often countywide systems) will serve residents in multiple districts. The map at right is from Stats Indiana.¹²

All Indiana residents are represented by the two Indiana Senators:

Joe Donnelly, D, last elected 2013

<http://www.donnelly.senate.gov>

720 Hart Senate Office Building, Washington DC 20510

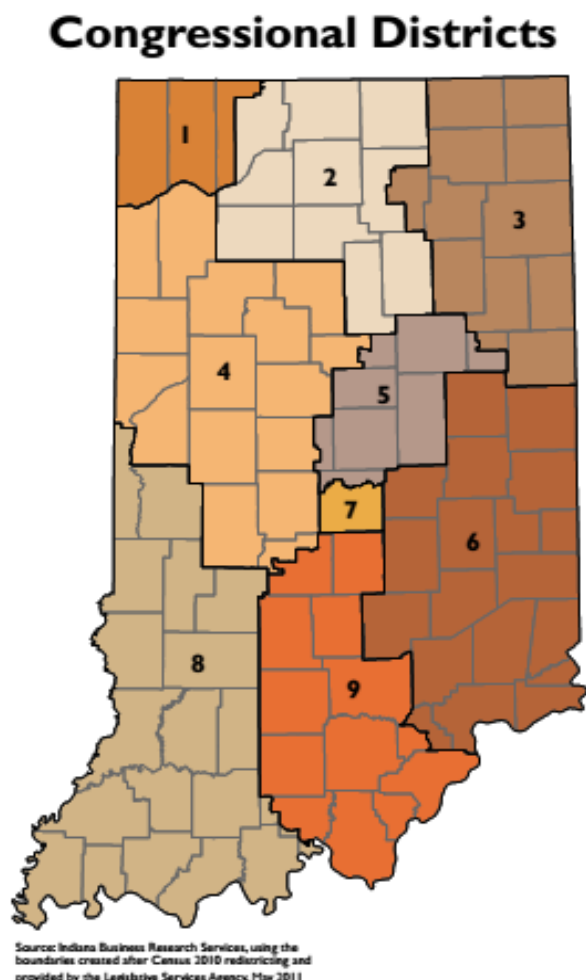
(202) 224-4814

Todd Young, R, last elected 2017

<http://www.young.senate.gov>

400 Russell Senate Office Building Washington DC 20510

(202) 224-5623



Staff and volunteers may live in different U.S. House Districts. To determine your federal representative(s) where you live or where you work, enter your address in the lookup tool at <https://www.house.gov/htbin/findrep>

U.S. Representative (s)	Contact Info	Notes

¹² Map is accessible at

<https://www.stats.indiana.edu/maptools/maps/boundary/legislative/2011/Congress2012.pdf> for Congressional Districts as of 2011 after 2010 Census.

Developing Champions from Supporters

Who are *your library's* **champions**? Libraries have many **supporters**, who generally want the library to succeed and thrive. Supporters include patrons, donors, volunteers, Trustees, Friends, foundations, community partners, media and vendors. The challenge is to **convert supporters into champions**.

Advocacy champions are willing to take action over their general support as patrons, donors, volunteers, board members or community partners. What are they willing to do to demonstrate their support of libraries and put it into action? In addition to contacting a policymaker, advocacy action might include:

- Participating in a survey about library value
- Providing permission to use a positive comment or statement
- Writing a letter to the editor in the media, to key influencers or to policymakers
- Placing a sign in their yard or at their business
- Voting yes to support a referendum on a capital project, library service expansion, etc.

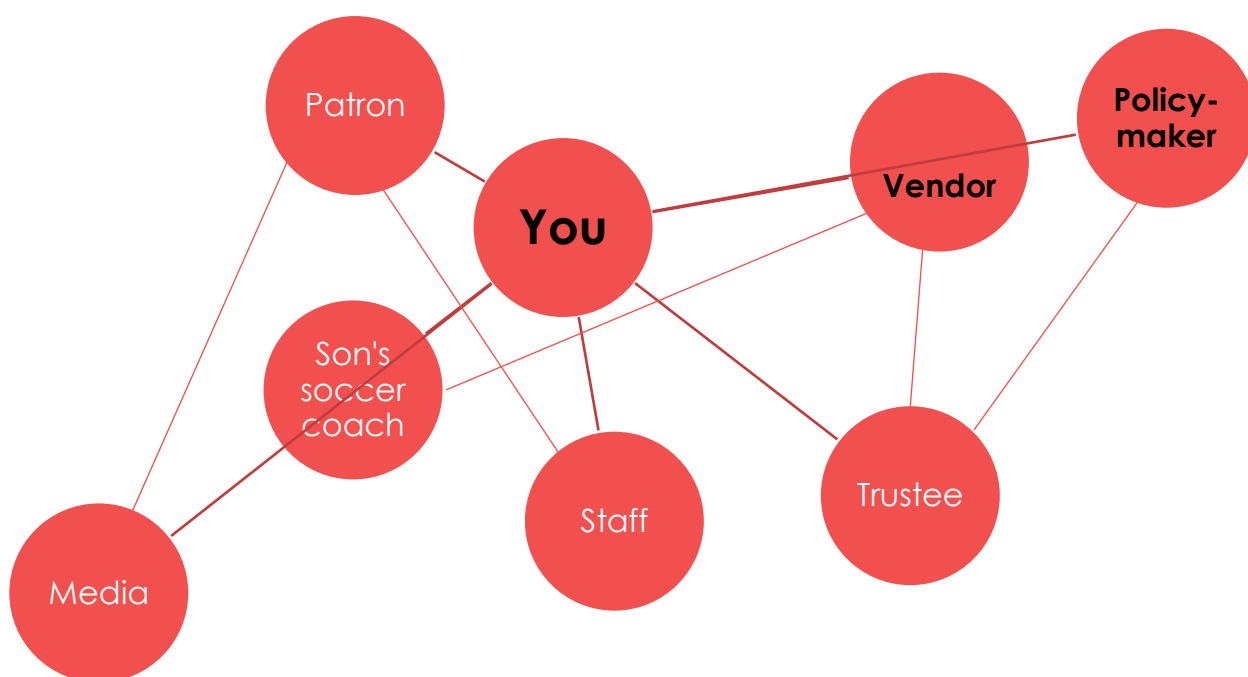
Think of people who fall into each category. Remember that not all supporters of your library are regular users or visible supporters of your library. Assess whether each is a supporter or champion today. If a supporter, identify what might be needed to make them a champion. If a champion already, how do you maintain communications with them about library outcomes and needs? Complete in Appendix.

Supporters or Champions	Activities to Strengthen Supporters and to Develop Champions
Patrons <ul style="list-style-type: none"> - Regular patrons - Former residents who attribute their success to the library - Parents, parent groups or relatives of patrons 	<input type="checkbox"/> Post information or “take-home” sheets or cards around the library <input type="checkbox"/> Survey patrons and request permission to use quotes <input type="checkbox"/> Ask policymaker to give certificates to program participants
Volunteers <ul style="list-style-type: none"> - Regular or one-time volunteers - Former volunteers 	<input type="checkbox"/> Host volunteer appreciation and invite key policymakers to give awards <input type="checkbox"/> Request permission to use their photo or testimonial in materials
Trustees and Board Members <ul style="list-style-type: none"> - Current trustees - Former trustees 	<input type="checkbox"/> Provide policy update at Board meeting <input type="checkbox"/> Provide board members information to share with home organization or appointing authority
Donors, Friends and Foundations <ul style="list-style-type: none"> - Regular or current donors - Prior donors or Friends 	<input type="checkbox"/> Include an “update” about policy issue in thank you communications <input type="checkbox"/> Illustrate graphically how both private and public funds are critical to library success
Community Partners <ul style="list-style-type: none"> - Organizations that regularly use or promote the library - Organizations with similar or complementary missions 	<input type="checkbox"/> Host “special back office tour,” conversation or event with partners <input type="checkbox"/> Ask partners to post signs or posters in their facilities
Media <ul style="list-style-type: none"> - Formal –Newspaper, radio, TV - Informal – social media posters, bloggers, etc. 	<input type="checkbox"/> Provide a supportive editorial for the library’s project, initiative, capital campaign, referendum <input type="checkbox"/> Include “policy ask” in posts <input type="checkbox"/> Tag policymakers in positive posts
Vendors <ul style="list-style-type: none"> - Companies with current or prior contracts - Vendors that supply materials, books, services 	<input type="checkbox"/> Ask them to contact policymakers to support advocacy priority <input type="checkbox"/> Provide information about source of funding

Relationship Mapping: *graphic and chart options*

Relationship mapping is a way to identify who in your circles has the best relationships with policymakers and key influencers. While you may not know your state legislators or members of Congress, someone you know likely knows them. You will want to identify the best “trusted resource” to each policymaker to carry your message.

Below is an example of how to map your relationships graphically. Place yourself in the center. Then identify all the people who have potential relationships with the targeted policymaker. In the example below, the vendor has the best relationship with the legislator, with avenues through the soccer coach or directly through the vendor.



Another technique is to circulate the list of state and federal legislators to a group (i.e. your Library Board Trustees, Foundation Board or Parent group). Ask them to about their relationships and the circumstances where they would be willing to take action.

Jane Smith, Trustee	Do you know?	Nature of Relationship	Make a note about willingness to contact on library behalf.
State Representative Name 1	Yes	College fraternity brother	Yes, willing to make an ask
State Representative Name 2	No	NA	NA
State Senator Name	Yes	Both have served on local Chamber of Commerce Board	Because we are of different political parties and I supported his opponent, I may not be your best contact, but I am willing.

See Appendix for both samples.

Communicating with Policymakers

There are many ways to communicate with policymakers—from informal to formal communications. The **most effective means of contact is an in-person visit**, as it allows you to build or deepen a relationship, clarify information and read body language. The second most effective is a personalized phone call or email. If using talking points or a script, be sure to customize to your library and your own voice.

- In-person
- Social media
- E-mail
- Postal mail
- Phone call
- Cell phone text

Regardless of how you communicate with your policymaker, be sure to be specific and concise in your communications, be respectful of the office and identify whether you are speaking as a constituent or in your formal role in your library. If referencing your specific role or your specific library, be sure to follow your library's policies or best practices about advocacy communications with policymakers.

In-person – Elected officials offer ways to meet with constituents, including town hall meetings, individual meetings and organizational tours, Statehouse or Hill Day visits, and Third House/Meet Your Legislator events.

Social media – The staff of many policymakers follow and monitor references to elected officials in social media, including Facebook posts, Twitter feeds, etc. Recognition with photos is almost always appreciated and retweeted.

E-mail – Elected officials maintain public email addresses for communications. Note that all communications are archived and may become part of the public record.

Postal mail – Letters may be mailed through the postal service. Note that all postal mail to members of Congress is scanned, and therefore, is delayed in reaching offices.

Phone call – Telephone calls to the office of a representative are valuable, especially coming from constituents. Prepare three messages in advance of making the phone call:

- Voice mail message that includes your name, whether you are a constituent, contact info and briefest of main point to the call;
- Message through legislative staff that includes name, library, constituent relationship, contact information, succinct message and invitation to return the call or email.
- Message for the legislator that includes all of the above plus a thank you for taking time to listen.

Cell phone text – Sometimes a relationship is strong enough to have the cell phone number of a policymaker. This is a privilege that should be used in limited cases. Remember to remain professional, as even text messages may become a part of the public record.

See Appendix for sample communications.

Quick Tip:

Unless you are the designated person to speak for your library organization, be sure to use your HOME email, PERSONAL phone and address for communicating advocacy messages with policy makers.

Key Messages

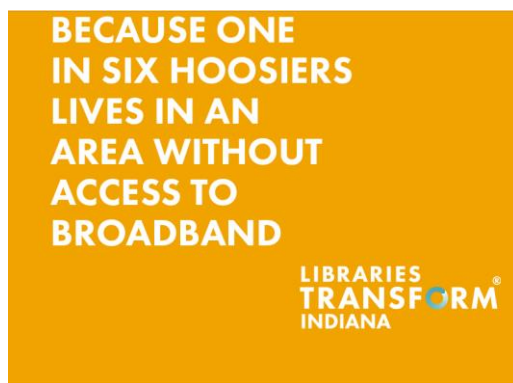
The American Library Association promotes four primary messages, which serve as the foundation for messaging.

- **Libraries transform lives.**
- **Libraries transform communities.**
- **Librarians are passionate advocates for lifelong learning.**
- **Libraries are a smart investment.**

For each of the messages, consider at least two examples for how your library transforms lives and communities, advocates for lifelong learning or is a smart investment.

In late 2016, ILF adapted the *Libraries Transform* campaign for Indiana with permission from American Library Association. As a part of its Strategic Vision, Indiana Library Federation has developed a separate communications guide¹³ that includes specific advocacy messages in various formats, including the *Libraries Transform Indiana* campaign graphics and messages, which we are making available to members for local use. Our work already has been featured by ALA Office of Communications.

**LIBRARIES
TRANSFORM[®]
INDIANA**



Target Audiences

Our vision and annual work plan includes strategies for both internal and external communications—targeting those *within* and *outside* the library community with different messages. ILF’s communications strategies are designed to resonate with specific audiences as we work to build awareness, increase understanding, deepen support and motivate action toward advocacy goals. Advocacy messages may be different for a business conservative than a religious conservative, for a library cardholder than a non-cardholder or for an urban office worker than a rural farmer.

Importance of Simplicity and Repetition

While libraries may grow weary of the same messaging and visuals, repetition of a simple message is the key to success in communications. ILF encourages its members and key stakeholders to support the core messaging for state and federal legislative advocacy.

¹³ The *Indiana Library Federation Communications Guide* is expected to be released by January 2018, with sample messages and graphics for stand-alone use or for incorporation into your own materials. Graphics will be downloadable from www.ilfonline.org with a member login.

Appendix: Sample Tools, Templates and Documents

Advocacy Planning:

Needs, SMART Goals, Program and Policy Options

What need are you trying to address?	What is your SMART goal ? (SMART = Specific, Measurable, Achievable, Results-oriented, Timebound)	Program Solution Options	Policy Solution Options

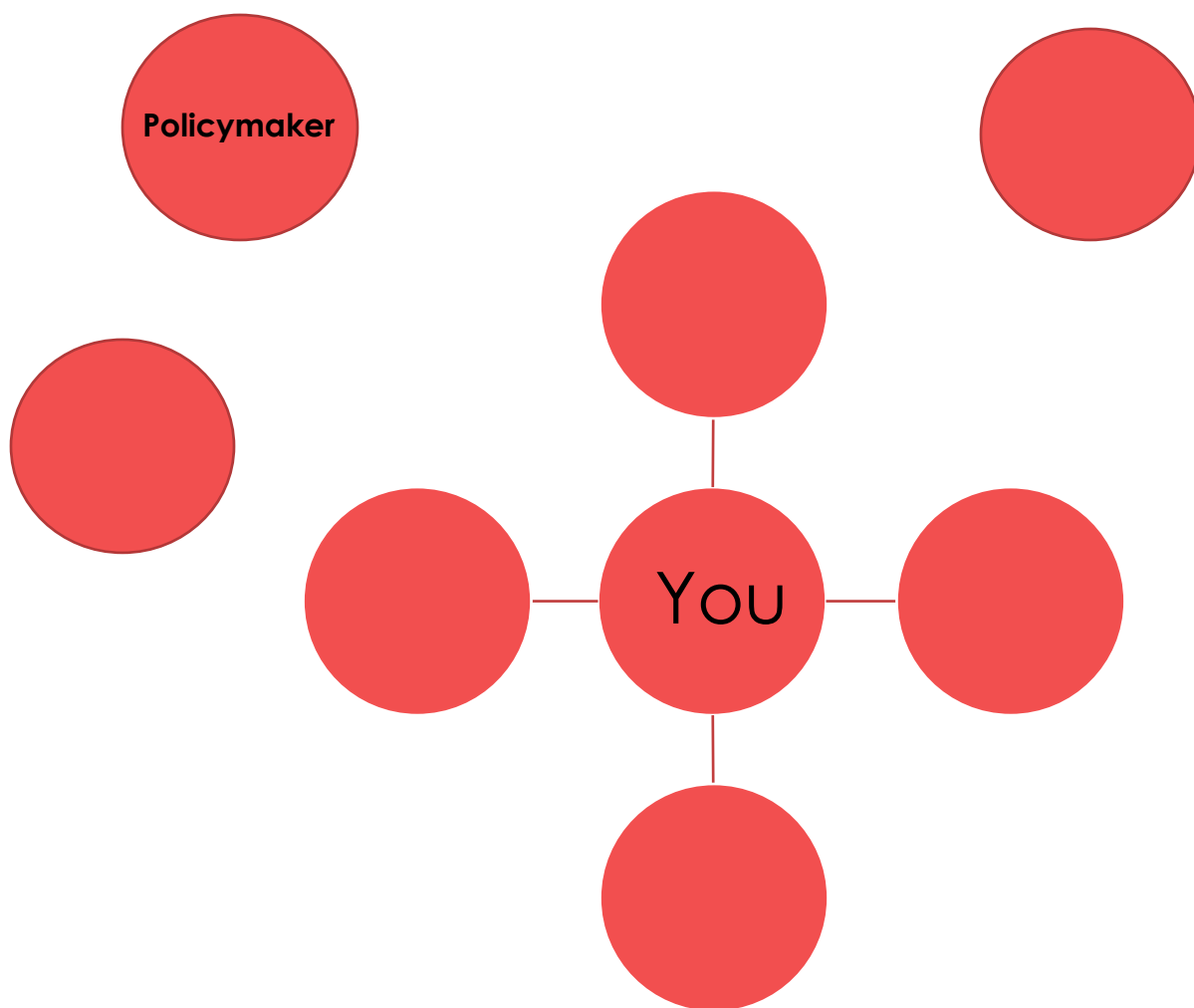
Advocacy Planning: Logic Model or Theory of Change

Inputs	Policy Activities / Strategies	Policy Objectives / Intermediate	Long-term Outcomes
Staff Trustees Friends and Donors Patrons Volunteers Personal and Institutional Membership in ILF (and ALA) State, Federal & Local policy makers Public and Private Funders Media Civic & multi-cultural organizations Target populations Schools Colleges, Universities Community members Faith-based & business leaders Consultants (lobby firm, communications) Evaluators	Framing issues, media campaign, message development Leadership development, strategic planning Relationship development Partnerships, coalitions, joint campaigns, special initiatives Media campaign, voter registration, coalition, policy analysis, debate, development of trusted messengers White papers, research, policy proposals, pilot projects with evaluation, watchdog function Grassroots lobbying Direct lobbying	Shift in norms (awareness, beliefs, values, public behavior) Increased organizational strength (management, stability, capacity to do advocacy) Stronger partnerships (# or types of partnerships, shared priorities, shared goals, powerful partners) Increased base of support (increased media, voter registration, change in public will, increased engagement, increased donors or volunteers) Improved policies (referendum, funding, law) Avoided policies (funding cuts, program elimination, intellectual freedom challenges)	Changes in impact/improved conditions (informed citizenry, engaged community, reduction in poverty, educated workforce, improved health, equality, strong democracy, healthy environment)
Inputs	Policy Activities / Strategies	Policy Objectives / Intermediate Outcomes	Long-term Outcomes

Advocacy Planning: Sample Work Plan

Desired Intermediate Outcome	Specific Objectives and/or Activities	Timeline and Person Responsible
A. Library has internal capacity to respond to questions and to communicate directly and efficiently with staff, Trustees, ILF, legislators and partners	<input type="checkbox"/> Maintain Institutional and Personal memberships with ILF. Encourage Trustees, Friends and staff to provide email addresses for newsletter and advocacy emails <input type="checkbox"/> Board and staff discuss policy issues or recent <i>ILF Advocacy Update</i> <input type="checkbox"/> Develop and maintain contact lists, including legislators <input type="checkbox"/> Develop communication tools with e-newsletter and updated website	Director and managers Trustees Marketing
B. Board, Executive and Library staff understand Library's role, process for determining policy priorities and taking action.	<input type="checkbox"/> Board and staff discuss Library Bill of Rights, local policy issues or recent <i>ILF Advocacy Update</i> <input type="checkbox"/> Board review and endorse ILF Policy Priorities. <input type="checkbox"/> Board discuss areas for advocacy at local level (<i>what's in or out of scope for us?</i>)	Trustees Directors and Managers Key Library Staff
C. Library's strategic relationships align with Library's goals and priorities	<input type="checkbox"/> Attend coalitions, conferences and meetings <input type="checkbox"/> Align partnerships with local needs and library strategic plan	Directors and Managers Key Library Staff Trustees
D. Library maintains relationships and communications with individual legislators , legislative staff, in order to assure a mutual understanding of Library and Policymaker interests.	<input type="checkbox"/> Hold individual and group meetings <input type="checkbox"/> Attend at Third House or Meet Your Legislator sessions <input type="checkbox"/> Distribute library newsletter, service statistics or stories about policy impacts <input type="checkbox"/> Send thank you note after every meeting <input type="checkbox"/> Host library tours	Trustees Friends Volunteers Key Vendors Directors and Managers Marketing
E. Library is actively engaged in helping advocate for Library board-approved policy priorities and/or ILF Policy Priorities	<input type="checkbox"/> Increase IN co-sponsorship or verbalized support for ILF-led legislation <input type="checkbox"/> Develop alliances with key stakeholders <input type="checkbox"/> Hold educational forums and library events for policymakers and influencers <input type="checkbox"/> Secure one opinion editorial <input type="checkbox"/> Attend Library Day at the Statehouse <input type="checkbox"/> Attend Hill Day in D.C. coordinated by ILF on or National Library Legislative Day by ALA	Trustees Friends Volunteers Patrons Directors and Managers Library staff and retirees Key Vendors Community Partners
F. Library supporting policies and funding are maintained.	<input type="checkbox"/> All of the above	All
G:	<input type="checkbox"/>	

Relationship Mapping: Graphic



Relationship Mapping: Chart for use at meetings

The Library relies on its Board Trustees, foundation board, Friends, vendors, community partners, staff and patrons to maintain relationships and communications with key policymakers. We respect the personal and professional relationships with policymakers. Please indicate below if you know each person, whether the relationship is personal or profession or both, and any notes about your willingness to make contact on behalf of the library or willingness for us to use your name when we contact them. We anticipate mapping relationships and updating this information at least every other year.

Your Name	Do you know?	Nature of Relationship	Make a note about willingness to contact on library behalf.
Senator Donnelly			
Senator Todd Young			
Representative			
State Representative			
State Representative			
State Senator			
County Council Member			
County Council Member			
County Council Member			
Governor's office			
Other			

Communicating with Policymakers: *Sample Letters*

Below offers samples of how to address and format each type of communication.

Sample Letter to Your State Legislator

Date

Your Name Address City, State, Zip

(To the State Senate)

The Honorable (Full Name)

State House, (Room Number)

Indiana Senate

Indianapolis, IN 46204

OR

(To the State House of Representatives)

The Honorable (Full Name)

State House, (Room Number)

Indiana House of Representatives

Indianapolis, IN 46204

Dear Senator/Representative (Last Name):

As someone who lives and votes in [COMMUNITY], I strongly urge you to support Indiana libraries by [taking action to maintain current levels of state funding for libraries, for example].

[Paragraph 2: Describe the “action step” in detail, how it affects you, your local library, and your community. Look over the talking points and brainstorm specific examples that pertain to your library. Use an example from your community to demonstrate the impact of what is happening or what could happen in the future.]

In closing, I again encourage you to support libraries by [maintaining current levels of state funding]. I thank you for your consideration on these matters. Libraries are a good value at any time and part of the key to a strong future. Your continued support of libraries will help Hoosiers help themselves.

As always, we welcome you to visit our library when you are nearby. I may be reached at PHONE or EMAIL to arrange a visit.

Sincerely,

(Your signature or /s/ for e-signature)

Name

Position

Sample Thank You Letter to Your Legislator

Date

Your Name Address City, State, Zip

(To the State Senate)

The Honorable (Full Name)

State House, (Room Number)

Indiana Senate

Indianapolis, IN 46204

OR

(To the State House of Representatives)

The Honorable (Full Name)

State House, (Room Number)

Indiana House of Representatives

Indianapolis, IN 46204

Dear Senator/Representative (Last Name):

Thank you for taking the time to meet with our group on [DATE]. We appreciate the interest and the feedback that you were able to provide. We know that you are facing the very difficult challenge of getting Indiana moving forward with an educated workforce, and we want you to know that Indiana's libraries and library systems are now, and will continue to play, an important role in that process.

We know that you understand that libraries are essential for all Indiana residents for the work they do every day in employment assistance, small business support, early childhood education, and connecting all Hoosiers to the digital world. We know that you appreciate that library systems are the foundation of the network that connects all Indiana's libraries to all Hoosiers. We need your help to ensure that libraries and library systems are able to continue to serve as models of resource sharing and collaboration, and that they are supported at realistic and appropriate funding levels.

If you have questions or would like to visit any of our member libraries to witness for yourself the transformative work being done in your district every day, please feel free to contact me and I will be happy to make those connections for you.

Thank you for your caring and committed service to your constituents and most of all thank you for your support in our efforts to keep libraries and library systems working for all Hoosiers.

Sincerely,

(Your signature or /s/ for e-signature)

Name

Position
