



FLORIDA DEPARTMENT *of* STATE

DIVISION *of* LIBRARY *and* INFORMATION SERVICES



Coalition Building Public Library Academy 2019

Florida Library Association (FLA)

Pre-conference 2019 – Orlando

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EveryLibrary Institute



About the EveryLibrary Institute



- Research agenda.
- Training program.
- Publishing mission.
- Programmatic approach.

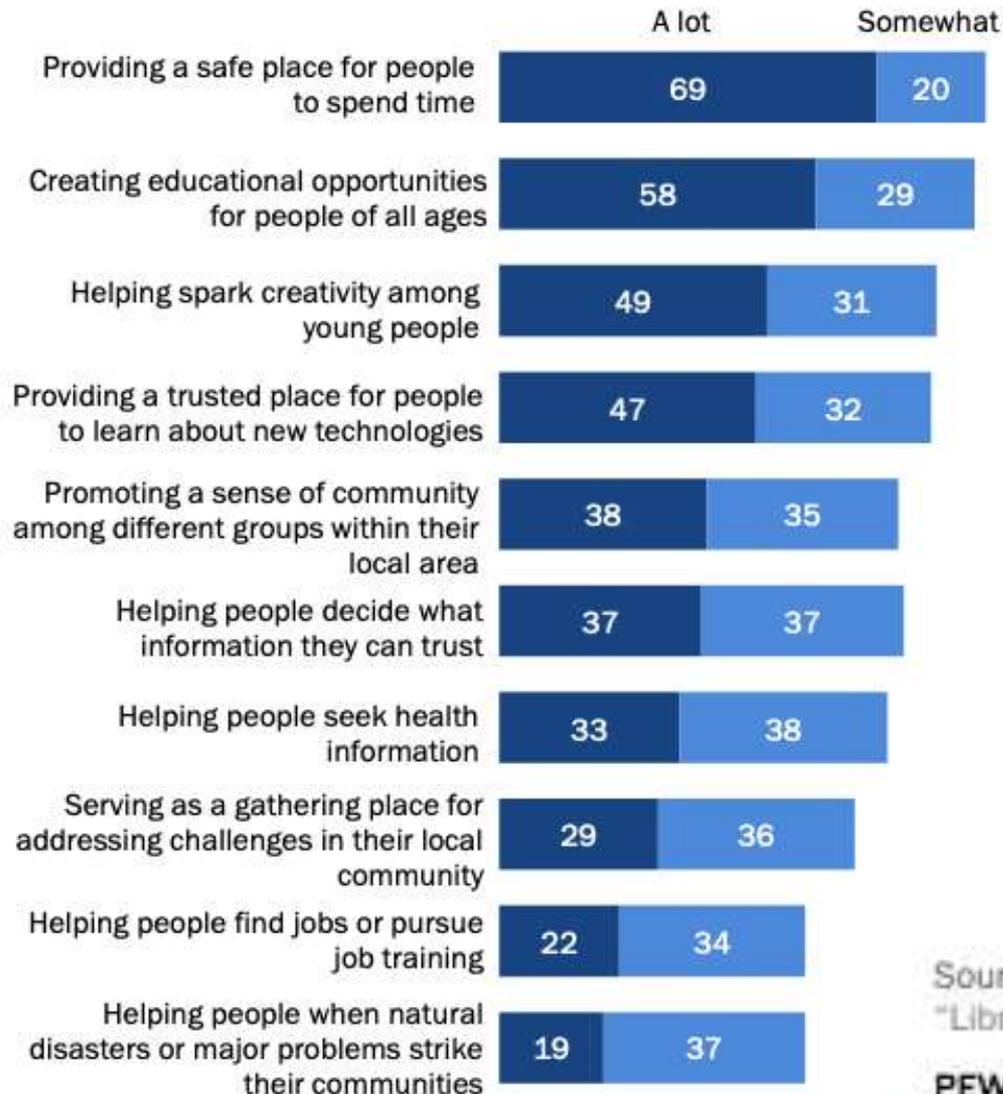
Workshop Objectives

- Participants will know how to *identify* potential partners they need to connect within their communities.
- Participants will have the basic skills to *start up or energize* a coalition with diverse partners.
- Participants will know how to *frame the conversation* by tailoring the message for important individuals.
- During the Academy, attendees will *develop a work plan* on how to build an effective coalition.

Understanding Current Public and Voter Attitudes About Libraries and Librarians



CIVIC ATTITUDES



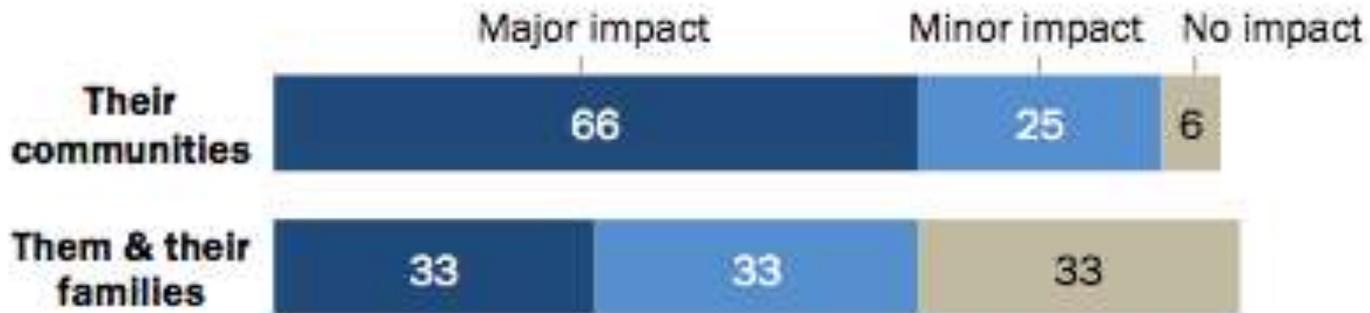
Source: Survey conducted March 7-April 4, 2016.
"Libraries 2016"

PEW RESEARCH CENTER

CIVIC ATTITUDES

People think closing their local public libraries would hurt communities

% of U.S. adults ages 16 and older who say closing their local libraries would have the following impacts on ...



Source: Survey conducted March 7-April 4, 2016.
"Libraries 2016"

PEW RESEARCH CENTER

the
data

VOTER ATTITUDES

In 2018 voters view the library as:

55% - an essential local institution.

58% - advancing education.

53% - a source of community pride.

51% - enhancing the quality of life.

2018 "From Awareness to Funding" - OCLC/ALA

the
data

VOTER ATTITUDES

In 2018 of all voters:

27% will definitely vote yes for the library.

31% are likely to vote yes for the library.

42% are likely or will definitely vote no.

2018 "From Awareness to Funding" - OCLC/ALA

the data VOTER ATTITUDES

**The positive image of the library has increased.
The willingness to vote for it has decreased.**

Tier/Segment	% of total population		% of segment that would vote "yes" for libraries		Number of annual library visits		% who rate libraries positively		% who rate librarians positively	
	2008	2018	2008	2018	2008	2018	2008	2018	2008	2018
Super Supporters	7.1%	6.5%	80%	64%	15.9	15.9	71%	80%	72%	73%
Probable Supporters	32.3%	25.6%	47%	36%	19.9	13.6	73%	73%	72%	65%

TABLE 2. Voter Enthusiasm about Library Staff

Librarian Ratings	2008 (%)	2018 (%)
Friendly and approachable	67	53
True advocate for lifelong learning	56	46
Knowledgeable about my community	54	42
Understands the community's needs and how to address them through the public library	48	42
Has excellent computer skills	50	42
Well known in the community	40	31

2018 "From Awareness to Funding" - OCLC/ALA

Library Use Does Not Matter

The factors that determine residents' willingness to increase their taxes to support their local library are their *perceptions* and *attitudes* about **the library** and **the librarian**.

- OCLC 2008 "From Awareness to Funding" p. 7-3

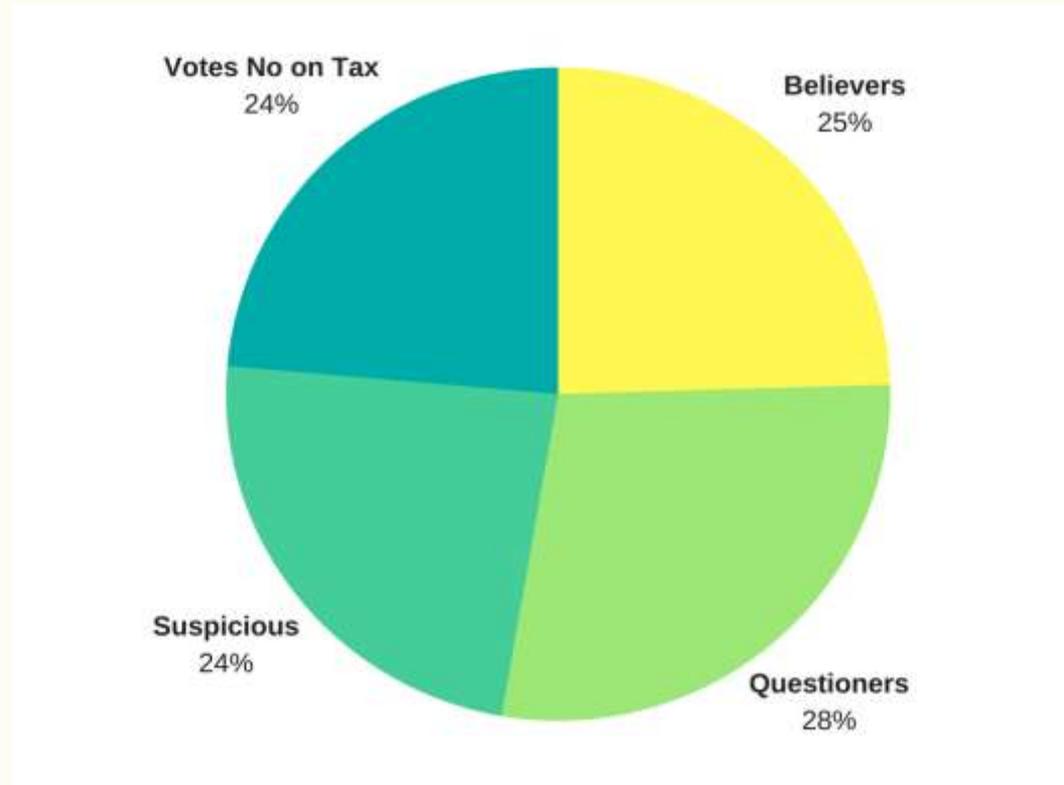
Voter Attitudes About Libraries

27% will definitely vote yes for the library.

31% may vote yes for the library.

21% may vote no.

21% will vote no.



Believers Believe

The library is not perceived as just a provider of practical answers and information; the most committed supporters hold the **belief** that the library is a transformational *force*.

- OCLC 2008 "From Awareness to Funding" p. 7-4



the data

WHAT DOES MATTER?

Perception of the Librarian

[Voters] recognize the value of a '*passionate librarian*' as a true advocate for lifelong learning.

- OCLC 2008 "From Awareness to Funding" p. 7-4

Not About Users

“If you focus your marketing and messaging to convince people to become users, you will alienate people who don’t want to be users but still value who you are and what you do.”

- Before the Ballot (2019)

Values, Vision and Mission are the Core for Coalition Success



How do Voters Relate to Candidates?

1. Shared values - Do they care about people like me?
2. Shared identity – Do I trust that the candidate is representing my concerns?
3. Personal characteristics - Qualities?
4. Predictability - Policy and plans?

-The Political Brain, p. 140

Seven Factors That Activate Voters

1. A Reason to vote.
2. Mobilized.
3. Personal contact with candidate or issue.*
4. Culture/tradition/habit of voting.*
5. Trust in government.
6. Decided to vote.
7. Weather/access to polls.

Seven Factors That Activate Advocates

1. An identified need.
2. Personal motivation.
3. Experience of the cause.*
4. Prior success as an advocate.*
5. Institutional reputation.
6. Made a pledge.
7. Ease of access to advocacy tools.

Activate in Either Context

1. A Reason to vote.
2. Mobilized.
3. Personal contact with Candidate or issue.*
4. Culture/tradition/habit of voting.*
5. Trust in government.
6. Decided to vote.
7. Weather/access to polls.

1. An identified need.
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Starts With a Personal Why

A. Why do you work at the library?	VALUES
B. What are your personal values about libraries and librarianship?	
C. How is your service an expression of those values?	VISION
D. What problems do you enjoy trying to solve for the community?	MISSION
E. What problems do you enjoy trying to solve for individual patrons?	

Common Cause and Common Concern Coalitions



Coalition 101

- “Common cause” in the community.
- “Common concern” for a population.
- Shared values framework.
- Never 100% overlap or you should just merge.

Examples of Common Cause

“Common cause” about a community issue:

- Housing or food security.
- Redevelopment.
- Business growth.
- Main Street beautification.
- Workforce readiness.
- Livability.

Examples of Common Concern

“Common concern” for a population:

- English language learners.
- Homebound.
- Job seekers.
- At risk.
- Veterans and military families.
- New moms.

Who Else (Should) Care?



Who Else Cares? – Public Libraries

1. Educational partners.
2. Social welfare and religious partners.
3. Governmental partners.
4. Civic partners.
5. Business partners.
6. Politicians.
7. Media.

School Library Ecosystem (Bonus)

- Who else is concerned with the whole life of the child?
- Who cares about career readiness?
- Who cares about college readiness?
- Who cares about citizenship and community life?
- Who cares about small populations of students?
- Who cares about before and after school?
- Who cares about school readiness?
- Who else does a similar job?

Starting Inside – Building Your Team



Who Joins a Library Team?

- They are involved in their communities.
- They recognize the library's importance to the community and to a child's education.
- They are not always heavy users of the library, but believe the library is a noble place, important and relevant to the community.

Who Joins a Library Team?

- They recognize the value of a ‘passionate librarian’ as a true advocate for lifelong learning.
- They see the library as a vital community resource like public schools, fire or police and are willing to increase their taxes to support the library.

- OCLC 2008 "From Awareness to Funding" p7-4

Identify Potential Team Members With Five Quick Questions

Q1. Why is the library important to you, personally?

Q2. What is your favorite reason to use the library?

Q3. Who does the library serve?*

Q4. Why is the library important to those people?

Q5. What will new funding do to serve those communities?

Remember That “Use” Does Not Matter

- To Library users:
“As you know...”
- To non-users:
“As you can imagine...”

Looking Outside – Coalitions 101



Sponsors and Partners

- Confusing 'project partners' with 'coalition partners.'
- Confusing 'sponsors' with 'coalition partners.'
- Confusing 'should be partners' with 'actually are partners.'

Identifying Existing Coalitions



Rule for Existing Coalitions

- Articulate why you *think, believe* or *hope* that these organizations will care about your big issue or goal.
- Coalitions advance your agenda by making it part of other agendas.
- Coalitions are among equals. Libraries tend to 'serve' and not see themselves as equals.

What Is in Your Agenda?

Whether it is a strategic plan, management plan, budget or fundraising campaign, your organization's value system, mission and vision needs to be brought to the surface.

Easiest Coalitions to Join

- Where do your biggest partners hang out?
- What coalitions do your biggest donors already belong to?
- What involvement have you turned down because you don't have time?

Existing Local and State Coalitions

- Economic Development.
- Early Literacy and Early Childhood.
- Adult Literacy - Florida Literacy Coalition.*
- Grade Level Reading.
- Housing and Food Security.
- Immigration.
- Safety and Violence.

Coalition or Commission?

- State and local contexts.
- Boards.
- Commissions.
- Alliances.
- Councils.
- Campaign for...

Education as a Start Point

- Early childhood and pre-K coalitions.
- K-8 workgroups and coalitions.
- College and career ready coalitions and task forces.
- Specialized instructional support personnel or allied professions.
- Gifted students or at-risk students.
- Disability and inclusion.

Exiting Coalition Pro-Tips

- A clear 'ask' to potential members?
- A buy-in for membership?
- Is the coalition organized for success?
- Is there a track record of communications?
- Is there a budget (money or time) for coalition?
- Are they folks you'd have a cup of coffee with?

Creating a New Coalition



Rule for New Coalitions

- Articulate why you *think, believe or hope* that these organizations will care about your big issue or goal.
- Coalitions advance your agenda by making it part of other agendas.
- Coalitions are among equals. Libraries tend to 'serve' and not see themselves as equals.

Building a New Coalition 1/2

1. A clear 'ask' to potential members.
 - a) What is the problem and the solution?
 - b) What defines buy-in?
2. Identify coalition leadership, key organizations and junior partner organizations.
3. Draft a coalition organizational chart/structure.
 - a) Committees.
 - b) Roles for each organization.

Building a New Coalition 2/2

4) Internal communications protocols and infrastructure.

5) Communications with external stakeholders, the public and lobbying targets.

6) Budget for coalition work - money and time both matter.

Coalition Pro-Tips

- Defining success and failure includes emotional preparation for failure.
- Insider expectations are often inversely correlated to the likelihood of success.
- Engineer “small victories” early in the process - either benchmarks or occurrences.
- Communication from stakeholders barely ever happens.

BREAK – 10 Min.



Power Mapping Stakeholders



Four Kinds of Stories

- Personal/organizational stories about successes that demonstrate competency.
- Personal/organizational stories of failures that demonstrate integrity.
- Stories about people who are important to you.
- Stories about “why you do what you do.”

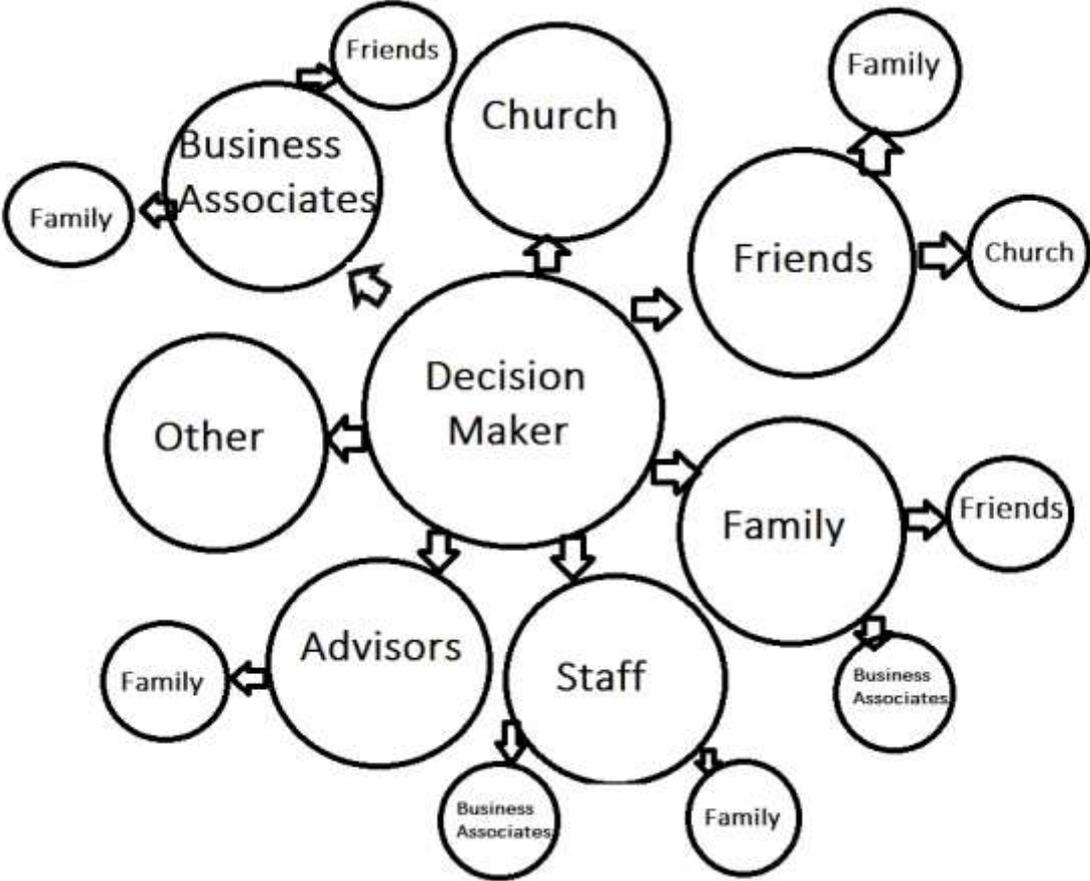
Who Is on Your Power Map?

That is a 'close insider?'

A key 'should meet?'

A great 'get,' if you can get to them?

Stakeholders (Humans)



Power Mapping Outside Organizations



Who Else Cares?

1. Educational partners.
2. Social welfare, CBOs and religious partners.
3. Governmental partners
4. Civic partners.
5. Business partners.
6. Politicians.
7. Media.

Who Else Cares About Education

1. Educational Partners

- Pre-K and K-12.
- College/university.
- For-profit tutoring.
- Private/public after-school programs.

Three Messages: Library as Educational Partner,
Library as Resource Extender, Library as Gap Filler.

Who Else Cares About the Same Populations?

2. Social welfare, CBOs, and religious partners

- Counseling centers.
- Food Pantries and WIC.
- Job training centers.
- Literacy centers.
- Youth services.
- Human services.

Three Messages: Library as Resource Extender,
Library as Third Place, Library as Start Point.

Who Else Cares What Your Tax Rate Is?

3. Governmental partners

- Parks and recreation.
- Public safety – police and fire.
- Public works.
- Public employee unions.
- Tribal government.
- Transit and development.

Three Messages: Library as Contact Place, Library as Info Point, Library in Common Cause.

Who Else Wants to Change the World a Bit?

4. Civic partners

- Rotary, Lions, Kiwanis.
- Military family support.
- Heritage and local history .
- LGBT, immigrant and new residents.
- Arts and culture.
- Environment and livable communities.

Three Messages: Library as Social Leveler, Library as Neutral Good, Library as [insert organizational cause the library already champions].

Who May Not Know About Libraries?

5. Business partners

- Local Chamber / Convention and Visitors Bureau.
- Startups and entrepreneurs.
- Small businesses – service or retail.
- Big civilian employers and military.
- Realtors.

Three Messages: Librarian as Business Reference Resource, Library as Training Space, Library as Retail Anchor.

Who Has Constituents You Also Serve?

6. Politicians

- Incumbents.
- Insurgents.
- City, county, state, federal.

Three Messages: Library as Good Governance, Library as Responsible with Budget, Library as [insert their pet project].

Who Needs to Hear It First?

7. Media and local networks

- Print, radio and TV.
- Social media groups.
- Bloggers.
- Networkers, connectors (gossips).

Key messaging is always your campaign themes and talking points.

Empowering Your Team and Developing Your Message



Message Box Exercise

- Classic marketing and outreach technique that is used for both “positive message development” and as a way to “anticipate opposition.”
- Forms the basis for successful first contact with potential allies and coalition partners.
- Roots your message in *shared values* and *shared identity*.
- ‘Connects the dots’ for the unaware but potentially interested.

Message Box Exercise

In relation to each grouping of allies or each ally individually, ask yourself these questions and record your answers:

- What do we say about ourselves (in relation to common cause or population of concern)?
- What do they say about themselves (in relation to common cause or population of concern)?
- What do we say about them (what is our perception of their effectiveness or not)?
- What do they say about us (if anything)?

Message Box in Action - Activity

Why do we want to talk to them?

What **we** say about *them*?

What **they** say about *themselves*?

What **we** say about *ourselves*?

What **they** say about *us*?

27-9-3 Exercise

Reduce your shared value and shared identity down to 27 words that can be delivered in 9 seconds and contain no more than 3 concepts (27-9-3).

27-9-3 in Action - Activity

Who do we need to reach?

Educational partners?

Civic and social?

Business?

Media?

Coffee or Tea?

Like – Support – Identify



Before You Begin

I like what you're doing ---> We'll keep you informed...

I support what you are doing ---> How you can help...

I want to identify with it ---> You're on the committee!

Accountability Infrastructure



Read Your Own Plans

- What is in the plan for the whole system?
- What is in the plan for a neighborhood?
- Who is going to be uncomfortable?
- Talk about objections and opposition.
- Do the Power Map.
- Train on the key point together.

“Oppositional” Feelings

- Personal concerns - agency, skills and practice?
- Perception objections - in city, county, district; by funders; among the public?
- Policy objections - allies and stakeholders; fundability; “veto power?”

Personal Objections?

- What has gone well with setting and moving your agenda in the past?
- What has not gone well with 'pushing' your agenda?
- What could be done differently or improved?
- What do you see as your own skills or learning needs to be successful?

Recap – 3, 2,1



Your Reflections and Comments

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3 – 2 – 1 | Activity

3 key learnings today?

2 that you'll share with your home team?

1 thing you commit to doing when you get back?

Contact John....

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