



asrt

Advocacy

GUIDEBOOK





## Introduction: Your Voice Is Powerful — It's Time to Be Seen and Heard

### The Power of Your Voice

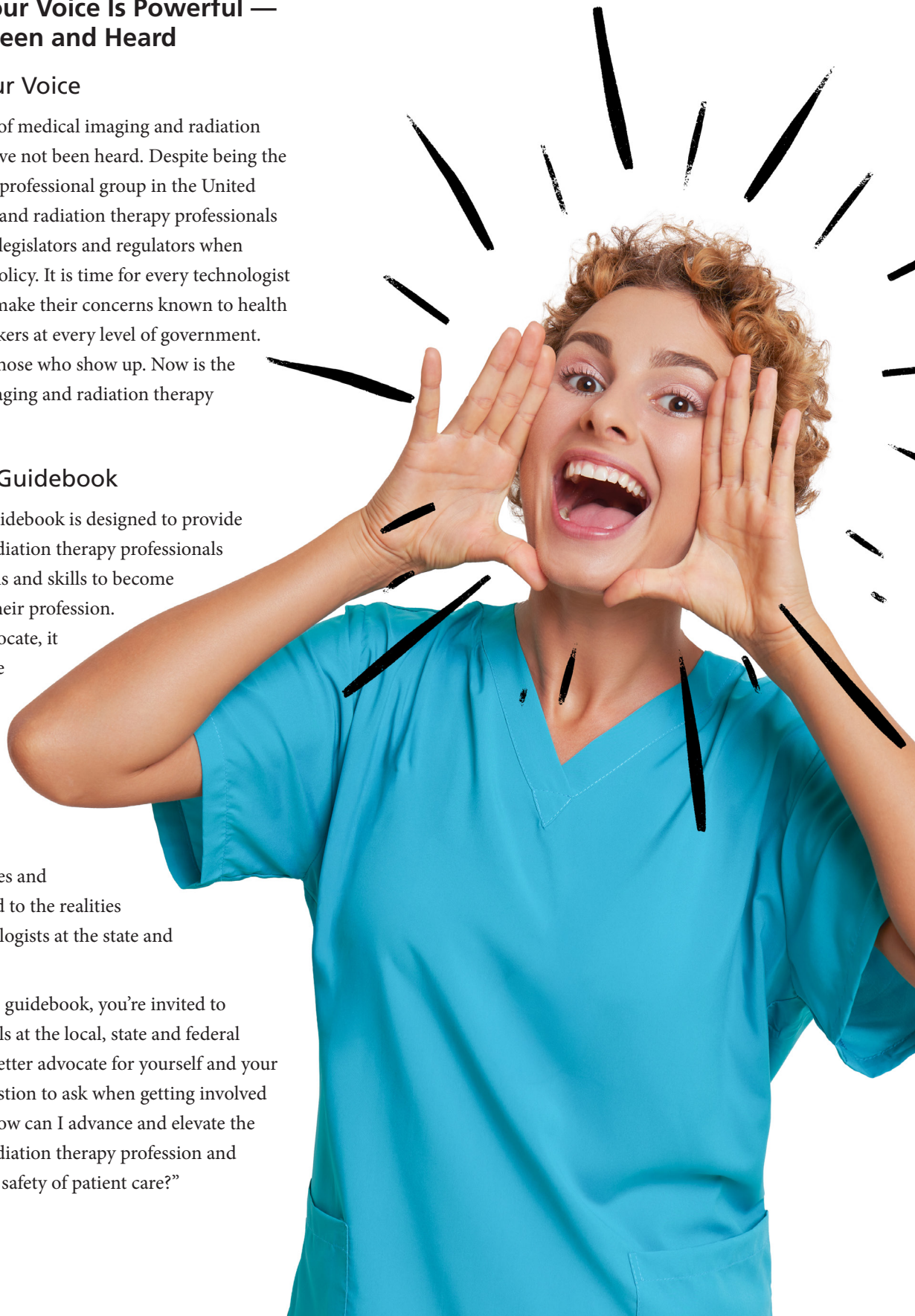
For too long, the voices of medical imaging and radiation therapy professionals have not been heard. Despite being the third largest health care professional group in the United States, medical imaging and radiation therapy professionals are often overlooked by legislators and regulators when examining health care policy. It is time for every technologist to raise their voice and make their concerns known to health care policy decision-makers at every level of government. Decisions are made by those who show up. Now is the time for the medical imaging and radiation therapy profession to be seen.

### How To Use This Guidebook

The ASRT Advocacy Guidebook is designed to provide medical imaging and radiation therapy professionals with basic advocacy tools and skills to become effective advocates for their profession.

To become a skilled advocate, it is vital to understand the policy process and learn how to navigate it. This guidebook goes beyond the basics of the legislative and regulatory processes to provide creative strategies and tools that can be adapted to the realities facing radiologic technologists at the state and federal level.

As you read through the guidebook, you're invited to examine policies and bills at the local, state and federal level and learn how to better advocate for yourself and your profession. The first question to ask when getting involved in any policy issue is "How can I advance and elevate the medical imaging and radiation therapy profession and enhance the quality and safety of patient care?"



## Chapter 1: Getting Started

**“In some states, hairdressers are better regulated than people who perform medical radiation procedures.”**

— *Former ASRT Speaker of the House Sandra Hayden testifying at the U.S. House of Representatives Committee on Energy and Commerce, Subcommittee on Health in 2010*

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The first step in becoming an effective advocate is to gather information on current legislative and regulatory public policy proposals and learn how they will impact the medical imaging and radiation therapy profession. Identifying the issues and the stakeholders involved is crucial in developing a long-term advocacy strategy.

### Identify Issues

There are many resources available to help you learn about legislative and regulatory issues. The ASRT Government Relations Department maintains advocacy tools and resources for individual members and state affiliate societies, including the [Advocacy Action Center](https://votervoice.net/ASRT/Home)<sup>1</sup> and the [Legislation, Regulations and Advocacy Tracking Map](https://www.asrt.org/main/standards-and-regulations/legislation-regulations-and-advocacy/tracking-map)<sup>2</sup>, which provide updates on policy issues that ASRT is tracking. The [ASRT States That Regulate](https://www.asrt.org/main/standards-and-regulations/legislation-regulations-and-advocacy/states-that-regulate)<sup>3</sup> webpage provides links to regulatory bodies that oversee state radiation control programs and briefly overviews licensure and standards in each state.

Many of the policy issues you will see on your advocacy journey occur at the state level because states generally handle health care-related issues. As such, it is vital to be able to recognize the main regulatory agencies, state departments and legislative committees that will determine the outcome of advocacy efforts.

State legislature and state department websites serve as powerful tools for advocacy, offering a wealth of information crucial for informed activism. These platforms provide access to bills, committee schedules and lawmakers' contact details. They enable citizens to track legislative developments and engage with their representatives effectively. In states with a House and Senate, each has their own website. You can use these websites to stay informed about upcoming legislation, mobilize grassroots efforts and craft targeted messages to influence policy outcomes. These platforms often feature issue briefs and analysis that empower you with knowledge to articulate your positions persuasively. You can leverage these online resources to track legislation, mobilize support and advocate for meaningful policy changes that align with your objectives, ultimately shaping the legislative landscape to better serve your communities (*See Appendix A: State Resources*).

### Identify Decision-Makers

You can find out who your state legislators are by using the [ASRT Advocacy Action Center](https://votervoice.net/ASRT/Home)<sup>4</sup>. When you enter your zip code in the View Your Election Center box, the system generates a list of federal, state and local elected officials for your area. Other free tools can help you find your elected official, including [Ballotpedia](https://ballotpedia.org/Main_Page)<sup>5</sup> and [USA.gov](https://www.usa.gov/elected-officials)<sup>6</sup>.

It's crucial to gather information to prepare how and what you want to communicate before reaching out to your legislators. Determine if they have any prior engagement or interest in your issue or if they've been involved in relevant legislation previously. For example, if you are in favor of a bill that supports expanding licensure requirements in the state, you might want to mention the legislator's previous support of a similar bill and emphasize that you appreciate their demonstrated concern. Also, find out who is sponsoring and cosponsoring any specific bill you're writing about.

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<sup>1</sup> <https://votervoice.net/ASRT/Home>

<sup>2</sup> <https://www.asrt.org/main/standards-and-regulations/legislation-regulations-and-advocacy/tracking-map>

<sup>3</sup> <https://www.asrt.org/main/standards-and-regulations/legislation-regulations-and-advocacy/states-that-regulate>

<sup>4</sup> <https://votervoice.net/ASRT/Home>

<sup>5</sup> [https://ballotpedia.org/Main\\_Page](https://ballotpedia.org/Main_Page)

<sup>6</sup> <https://www.usa.gov/elected-officials>

Understanding state and federal legislative processes and the inner workings of legislative committees is crucial (See Table 1). Determine what committees your legislator serves on and get a feel for how influential they are on those committees. Are they a chairperson, a ranking member or a first-year junior committee member? A legislator's committee status may make a difference in the risks they are willing to take and the amount of influence they wield among colleagues. Although it may seem logical to approach senior members first, keep in mind that they may be overwhelmed with their duties. At times, junior members may be more receptive to hearing your concerns. It's also wise to build relationships with emerging public figures early in their careers.

Lastly, it is important to know what issues a lawmaker supports and opposes. When your priorities align with an issue close to a legislator's heart, they may be more likely to support your efforts. Even if your legislator doesn't have a proven track record on your issue, consider how you can connect your issue to their legislative platform and priorities.

Constituents are individuals who live in a lawmaker's district, and they should be able to find most of the information they need on an elected official's website. You can subscribe to online newsletters and news feeds from the website, but don't limit information gathering to the legislator's website. Use other trustworthy sites and articles to research their:

- Policies on health care.
- Political party and stance.
- Committee positions.
- Voting record.

It's also crucial to develop relationships with key regulators in the state. You'll need to identify major boards and departments, including the state:

- Department of health.
- Board of medical imaging.
- Board of medicine.
- Radiation control board.

State regulators have significant influence over the implementation and enforcement of policies and regulations that affect their areas of concern. Building relationships with regulators ensures your concerns are heard and helps you effectively navigate the regulatory process. Staying informed allows you to better align your strategies with key players' priorities, stay ahead of potential challenges and work collaboratively to achieve your goals.

The [ASRT States That Regulate](https://www.asrt.org/main/standards-and-regulations/legislation-regulations-and-advocacy/states-that-regulate)<sup>7</sup> webpage includes links to the board or department that regulates medical imaging and radiation therapy professionals in your state. You can find the contact information for department staff and board members on the regulatory website.

## Identify Stakeholders

Once you have identified your advocacy priorities, you need to determine who may have a vested interest in the policy issue. Identifying parties' vested interests allows you to quickly respond to the concerns or actions of these individuals or groups. It's important to maintain a list of organizations that may be potential allies or opponents.

Common stakeholders include state affiliate societies, radiation control programs, state hospital associations, radiologic technologist licensure boards, state radiologist organizations, state medical boards and state nurses associations.

It should be a priority to develop ongoing relationships with regulators and legislators, understand the different methods of communicating with legislative offices or administrative boards, and know the best time to reach out on an issue. The next chapter will discuss why it is vital to develop relationships with legislators and regulators.

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<sup>7</sup> <https://www.asrt.org/main/standards-and-regulations/legislation-regulations-and-advocacy/states-that-regulate>

## Chapter 2: Communicating With Decision-Makers

Communication with local legislators is important. However, legislative staff are often the ones who respond to an email or a phone call. Legislative staff are vital to the effective running of a legislative office. Although legislators are the face of politics, their staff ensure that they are prepared. Staff members read, analyze or draft legislation, meet with other staff and outside interest groups, and oversee legislators' schedules. Legislators often turn to their staff for input and advice when deciding how to approach a bill. Without them, the legislative process would grind to a halt. Meetings with legislative staff are just as important as meetings with lawmakers (*See Appendix B: Who's Who in a Congressional Office*).

### Build Relationships

To be a strong advocate for the medical imaging and radiation therapy profession you need to develop relationships with your legislators. The best time to network and build relationships is before you need them to support your advocacy efforts. If you volunteer on a candidate's campaign, for example, they may be more willing to hear you out and potentially assist you in your efforts. Increasing your visibility with lawmakers is key in getting your message out effectively.

To increase your visibility, you can attend meetings or committee hearings and introduce yourself to staff, give them a business card, and tell them to call you if they ever have specific questions about medical imaging and radiation therapy. Additionally, staffers appreciate if you provide information without being asked. For example, suppose you see a report that details a problem with overexposure to radiation caused by poor quality medical imaging in your state. You could find out who chairs the state legislature's health committee and send a copy of the report to the legislative staff member who covers health issues. You could also include a business card and a cover letter explaining the seriousness of the issue and that you would like to help solve it. Then follow up with a brief, introductory phone call so the staffer has a connection between you and the material received. Always keep a copy of the

letter so you can refer to it if the staff person calls you with questions. It is critical to stay within your area of expertise and only provide information that relates to your field and professional experience.

### Develop a Message

To communicate effectively in the legislative arena, consider how to present your viewpoint in a way that makes it appealing to the given audience. Whenever possible, make your message positive and illustrate to policymakers how your requested action can benefit their communities, improve patient safety or enhance their public image. Determine the three main points that you want to make before you initiate communication.

Since pursuing an issue can take a year or longer, keep a record of your communications, including emails, letters and phone calls, to track your progress. Although it's important not to become bothersome, consistent follow-up with staff and legislators demonstrates your dedication to the cause. Regular communication serves as a gentle reminder that they need to address your concerns eventually.

### Communicate With Legislators

There are generally four ways for you can communicate with legislators and their staff.

#### Letters and Emails

Writing a letter is a simple way to communicate your message to legislators. Letters are considered formal discourse; they establish the credibility of the sender as a constituent and should be polite, persuasive and succinct. A letter to a lawmaker should accomplish the following goals:

- Establish your bona fides — who you are and why they should care about your position.
- State your position.
- Document support for the position through research or personal experience.
- Ask the elected official to act.



Letters addressed to legislators are often primarily reviewed by their staff. However, staffers who read multiple letters on the same issue are more likely to recognize it as an issue important to the lawmaker's constituents. The more letters received from supporters, the more impactful the message becomes. These letters can be transmitted through traditional mail or via webforms set up by the legislator or committee (See *Appendix C: Letter to a Public Official*).

Email is another quick and convenient form of communication that is effective in spreading your message to legislators and their staff. Don't forget to say that you are a medical imaging or radiation therapy professional and include your name, address and phone number so they can respond quickly.

### Personal Visits

An in-person meeting is often the most effective in ensuring lawmakers or their staff keep your advocacy issue in the front of their minds. The guidelines for letter writing apply to personal visits: explain your position, ask for support or opposition depending on the issue, and ask when you might have an answer on the legislator's position on the issue.

At the end of an in-person meeting, thank the legislator for their time and schedule any follow-ups. If possible, leave a one-to-two-page fact sheet on the issue with the legislator and their staff. Any stats, charts or evidence that back up your position should be included in the handout. Lastly, always send a thank you letter after the meeting and ensure that you send any updates on the advocacy issue in a timely manner.

### Phone Calls

If you don't have time to set up an in-person meeting, the next best thing to do is call your elected official. It's likely that the staffer who answers the phone will have limited knowledge of the topic you're calling about. Ask to speak to the legislative staff handling the issue of concern. If the appropriate person isn't available, then you can expect the staffer to faithfully write down your message for consideration by the staff member handling the issue and, ultimately, by the elected official. Similar to writing letters, be succinct and respectful when calling a legislative office.

### Testimony

If you plan to advocate intensely for a bill, you may have the opportunity to provide testimony during a committee hearing. You will often have only three to five minutes to address the committee, so prepare and time your statements prior to attending the meeting. Organize your testimony so it is succinct and impactful. If several like-minded people plan to testify, the effort must be coordinated to avoid redundancy. Each person can present one argument in support of the group's position or one person can present all the arguments. To achieve your goals, the testimony must be presented assertively and articulately, and, most importantly, the information must be accurate.

If you are unable to testify in person, you may still be able to provide written testimony on the legislation as part of the hearing record. Be sure to submit written testimony before the deadline to ensure your testimony is placed on public record. For information regarding the committee schedule, rules for testimony and where to submit comments, contact the appropriate committee clerk.

Testimony is often part of a larger advocacy strategy, so be sure to coordinate with your professional society to ensure that the testimony given aligns with the larger vision of the advocacy campaign and offers unique information and perspectives. It is an ineffective use of time if every person in support of an action reiterates the same points repeatedly.

### Tips on Legislative Relationship Building

- **Remember you are an expert.** Most lawmakers are not health care professionals and often have a limited understanding of health care policies. Your expertise is valuable in explaining your position to legislators.
- **Personalize the issue.** Give examples of how you and your co-workers are affected by the proposed legislation. Personal experience can be key in driving support for a bill.
- **Get a commitment.** At the close of a meeting, you should attempt to secure the legislator's commitment to support your position.
- **Treat legislative staff with respect.** Legislators often rely on staff to advise them on how to vote or craft

legislation. They also develop interpersonal relationships with trusted staffers.

- **Be early for meetings.** An elected official and their staff are incredibly busy. Be respectful of their time by arriving early to meetings.
- **Avoid complicated language.** Although you are a subject matter expert, understand that the legislator and their staff may not be. Use plain, direct language to share your message and position.
- **Leave something behind.** It is important to leave your contact information and informative leave-behind documents with legislators or their staff. Easy-to-read statistics that back up your position are extremely useful.
- **Dress appropriately.** Legislative offices are business settings, so dress appropriately when meeting with legislators and their staff.
- **Be willing to compromise.** As Voltaire once warned “The perfect is the enemy of the good,” and in politics that is especially true. The art of compromise is key to effective advocacy. Know what you are willing to compromise on and what is non-negotiable.
- **Keep your meeting brief and to the point.** Legislators are incredibly busy and are often dealing with multiple policy issues at a time. When you meet with legislators and their staff, be respectful of their time. Plan for most legislative meetings to be 15 minutes at most.
- **Build bridges before you need them.** Become familiar with legislators who work on issues that interest you or who have a background in medical imaging and radiation therapy or other medical professions. These legislators may be key to any future advocacy efforts you undertake.
- **Disagree respectfully.** You will not always agree with lawmakers’ opinions and positions on an issue. That’s OK! If you are unable to change their mind, remain respectful of the time the legislator provided you to discuss the issue.
- **Say thank you.** Whether you are following up after a personal visit or thanking a member for sponsoring legislation that was important to you, make sure to recognize the efforts of legislators and their staff. Your sincere appreciation is always valued.

- **Provide helpful information.** Legislators appreciate it when you provide useful data or facts. It solidifies you as a subject matter expert the legislator can rely on for accurate information.
- **Ask ASRT staff for help!** The Government Relations team is committed to helping you advocate for important issues. Please contact us at [governmentsrelations@asrt.org](mailto:governmentsrelations@asrt.org) for assistance and support.
- **Ask for something.** When preparing to end a meeting, reiterate your proposal and make an ask. For example, “Can we trust in you to co-sponsor our licensure legislation?”
- **Don’t be afraid to say, “I don’t know.”** To be an effective advocate, it is crucial that lawmakers and their staff trust you. As such, if you are unsure about something, let the legislator know you will check and get back to them later with the requested information.
- **Stay positive.** It can take efforts spanning multiple legislative sessions to get legislation passed. Don’t get discouraged if your legislation doesn’t pass during the first session it is introduced.
- **Don’t disparage other elected officials.** Respect goes a long way in developing strong working relationships with legislators. If they believe you are unable to respect other lawmakers, they may be less likely to work with you.
- **Don’t promise something you can’t deliver.** Your words are the most important tool you have as an advocate. You must be as good as your word or you will lose your credibility.

Being able to effectively communicate with legislators and regulators is key in any advocacy action. Knowing how to meet with lawmakers and get your message across effectively is a skill every advocate should learn. Remember to always treat legislators and their staff with respect while highlighting that you are an expert in your field.

## Chapter 3: Getting Your Message Out

Communicating with decision-makers isn't enough. It's critical to develop buy-in from other organizations and the public. By working with your networks and building new relationships, you can amplify your voice and message.

### Working With Health Care Organizations

As discussed in Chapter 1, it is crucial to identify potential stakeholders with a vested interest in your advocacy issue. Stakeholders often have their own positions on a proposal. It's important to know who the stakeholders are and learn about their positions on the issue. Stakeholders can partner with you to spread your message even further by reaching out to their members, sending letters, and expressing support or opposition alongside you. Potential partners include:

- **ASRT affiliate societies.** ASRT affiliate societies can be a great resource when starting a legislative or regulatory advocacy effort. Affiliate societies can help spread your message to medical imaging and radiation therapy professionals in the state and provide organizational support for an advocacy campaign. Reaching out to the affiliate board is a great first step to engage in advocacy efforts.
- **Other medical imaging professional organizations and certification bodies.** Many affiliate societies have members who are predominantly medical imaging and radiation therapy professionals or educators. To maximize input from all imaging stakeholders, affiliates may want to reach out to state organizations representing nuclear medicine, sonography, cardiac interventional and vascular interventional radiography, and bone densitometry.
- **State hospital associations.** Hospitals are the largest employers of radiologic technologists and will have a stake in all health policy initiatives regarding medical imaging and radiation therapy. Discussing advocacy activities with the state hospital association may provide some additional insight on employers' viewpoints and help affiliate leaders work with lawmakers to fine-tune a bill draft or proposed regulations.
- **State radiologist organizations.** The state society that represents radiologists and medical physicists may serve

as a strong ally and supporter of the advocacy campaign and could even provide additional resources. Many state radiologist organizations have lobbyists or government relations consultants who are already familiar with medical imaging issues and who can assist in grassroots advocacy efforts.

- **R.T. licensure boards.** If there is already licensure in the state, the board or committee that oversees licensure will be active in advocacy efforts and health policy issues. Licensure boards and affiliate societies in many states share members and leaders. Be aware that licensure board members, even if they are radiologic technologists, may have a conflict of interest with affiliate society activities and positions the affiliate takes on professional issues.
- **State medical associations.** Radiologic technologists work in every medical discipline. The state medical association includes members from many different medical practice areas and may have unique viewpoints to share.
- **Physician specialty associations.** The state medical association represents physicians in all specialties and the state radiological society represents radiologists. There are other physician specialties, such as radiation oncologists, cardiologists, pulmonologists and orthopedic surgeons, who may have their own discipline-specific state medical associations and may be able to offer advice and support.
- **Other allied health care professional organizations.** Many allied health professions have state associations that may have an opinion on the issue under consideration. Consider reaching out to physician assistant, nurse, nurse practitioner and medical assistant associations. If they are opposed or have specific concerns, it is better to know in advance and prepare rather than learning about it from lawmakers in the capital building hallways.

In some cases, these organizations may oppose your advocacy efforts, so know where they stand on an issue before attempting to work with them or alert them to an advocacy effort.



## Using Social Media

An email list or pre-existing social media presence can help you organize and mobilize many people in a brief window of time. Email and social media are great for organizing a rapid response if you discover a bill or regulatory issue will be heard in the immediate future.

Social media has emerged as a powerful tool for advocacy, offering unparalleled opportunities to raise awareness, mobilize support and organize opposition on a wide range of issues. Platforms like Facebook, Instagram, TikTok and X, formerly known as Twitter, enable you to reach diverse audiences quickly and efficiently. You can educate the public about pressing issues and inspire action by sharing compelling stories, engaging content and informative resources.

Social media also facilitates real-time communication, allowing you to amplify your message and coordinate efforts with supporters. Hashtags, trending topics and viral challenges can spark conversations and draw attention to important causes and advocacy campaigns. Additionally, social media provides a platform for marginalized voices to be heard, empowering individuals and communities to advocate for their rights and mobilize for change.

As you navigate the complexities of online discourse, take care to use social media responsibly to ensure accuracy and engage respectfully. Social media has revolutionized advocacy by democratizing access to information, facilitating grassroots organizing and amplifying voices for social justice and positive change.

## Speaking With the Press

Speaking to the press is crucial when advocating in politics because it amplifies your message and reaches a broader audience. Media coverage provides a platform to raise awareness about your cause and influence public opinion. By engaging with the press, you can shape the narrative surrounding your advocacy efforts and hold policymakers accountable. Moreover, media attention can pressure elected officials to address the issues you're advocating for, increasing the likelihood of achieving meaningful change.

Speaking to the press helps to mobilize constituents and drive conversation and is an essential strategy for effectively advocating in politics. When speaking with the press, it is paramount that you clarify that you are sharing your own opinion and not speaking on behalf of any organization, unless you have the authority to do so.

## Connecting With Local Media

Letters to the editor and op-eds play crucial roles in advocacy efforts by providing platforms for individuals and organizations to voice their opinions and influence public discourse. Letters to the editor are typically 250-word pieces that respond directly to articles or editorials published in the newspaper. They offer an opportunity for readers to express their viewpoints, provide additional information or offer critiques on specific issues. These letters can help amplify voices and perspectives that might otherwise go unheard, shaping public opinion and prompting further discussion (*See Appendix D: Letter to the Editor*).

Op-eds are longer opinion pieces written by individuals who are not affiliated with the newspaper's editorial board. They allow authors to delve deeper into an issue, offering analysis, arguments and proposed solutions. They provide a platform for experts, advocates and community members to share their expertise. Advocacy groups often use op-eds strategically to build support and drive action on key issues.

Length, depth and purpose are key differences between letters to the editor and op-eds. Letters to the editor are brief responses to published content, while op-eds are longer, standalone pieces that offer more comprehensive analysis and opinion. Both are valuable tools for advocacy that enable individuals and organizations to shape public opinion and advance their advocacy goals.

## Appendix A: State Resources

Please refer to your state's Advocacy Action Center and the ASRT States That Regulate page for individual state resources.

## Advocacy Guidebook - Resources

Compiled chart of available information on each state's legislative process, administrative code and register, regulatory process and other helpful state specific documents.

Due to the transitional nature of the internet, hyperlinks may change. If the links in this document are broken, please let ASRT know by emailing [governmentsrelations@asrt.org](mailto:governmentsrelations@asrt.org).

State	Legislature	Things That Might Help	State Government – How a Bill Becomes a Law	Regulations/Rules
	Learn where your state laws can be found on the web and become familiar with the many facets.	Things to look for on the website that may help you understand this state's legislative process.	Each state has its own process for considering and enacting bills.	
Alabama	<a href="#">The Alabama Legislature</a>		<a href="#">Alabama's Legislative Process</a>	<a href="#">Alabama Administrative Code</a>
Alaska	<a href="#">The Alaska State Legislature</a>	<a href="#">Handbook on State Government Citizens Guide to the Constitution</a>	<a href="#">Legislative Process in Alaska</a>	<a href="#">Administrative Procedure Act</a>
Arizona	<a href="#">Arizona State Legislature</a>		<a href="#">From Idea...to Bill...To Law</a>	<a href="#">Arizona Rules</a>
Arkansas	<a href="#">Arkansas General Assembly</a>	<a href="#">Bureau of Legislative Research</a>	<a href="#">How a Bill Becomes a Law</a>	<a href="#">Arkansas Administrative Code</a>
California	<a href="#">California State Legislature</a>	<a href="#">Frequently Asked Questions</a>	<a href="#">Citizens Guide</a>	<a href="#">California Administrative Procedure Act</a>
Colorado	<a href="#">Colorado General Assembly</a>	<a href="#">Guide to Public Hearings</a> <a href="#">How a Bill Becomes a Law (video)</a> <a href="#">Public Participation in the Legislative Process</a>	<a href="#">How a Bill Becomes Colorado Law</a> <a href="#">The Legislative Process</a>	<a href="#">Code of Colorado Regulations</a>
Connecticut	<a href="#">Connecticut General Assembly</a>	<a href="#">Frequently Asked Questions Legislative Guide</a>	<a href="#">How a Bill Becomes a Law in Connecticut</a>	<a href="#">Connecticut e Regulations System</a>
Delaware	<a href="#">Delaware State Legislature</a>	<a href="#">Common Constituent Issues and Resources</a> <a href="#">Glossary of Legislative Terms</a>	<a href="#">Not available</a>	<a href="#">Delaware Administrative Code</a>
District of Columbia	<a href="#">Council of the District of Columbia</a>	<a href="#">About the Council</a>	<a href="#">About the Process</a>	<a href="#">D.C. Administrative Procedure Act</a>
Florida	<a href="#">Florida Legislature</a>	<a href="#">Information Center</a>	<a href="#">How an Idea Becomes a Law</a>	<a href="#">Florida Administrative Procedure Act</a>



Georgia	Georgia General Assembly	The Life of a Law	Tracking a Bill Through the General Assembly	Administrative Rules of Procedure
Hawaii	Hawaii State Legislature	General Information and FAQs	A Citizen's Guide to Participation in the Legislative Process	Administrative Rules
Idaho	State of Idaho Legislature	Idaho State Legislature - Resources	How a Bill Becomes a Law (senate)	Idaho Office of the Administrative Rules Coordinator
Illinois	Illinois General Assembly	Legislative Support Services	Legislative Documents and Process	Administrative Procedure Act
Indiana	Indiana General Assembly	FAQs	How a Bill Becomes Law	Administrative Rules Drafting Manual
Iowa	The Iowa Legislature	Iowa Legislative Process	How a Bill Becomes a Law	Learn How Rules Work
Kansas	Kansas State Legislature	Kansas Legislative Administrative Services	How a Bill Becomes Law	Administrative Procedure Act
Kentucky	Kentucky Legislature		How a Bill Becomes Law	Statute Revision Information
Louisiana	Louisiana State Legislature	How Do I? Quick Guide to Floor Procedure	How a Bill Becomes a Law	Louisiana Administrative Code (LAC)
Maine	Maine State Legislature	Books and Documents Directory	Maine's Path of Legislation	State Rulemaking – Administrative Procedure Act
Maryland	General Assembly of Maryland	Your Voice in Annapolis	The Legislative Process	Division of State Documents
Massachusetts	General Court of the Commonwealth of Massachusetts	Massachusetts General Laws	How an Idea Becomes a Law	Code of Massachusetts Regulations FAQ
Michigan	Michigan Legislature	FAQs	How a Bill Becomes law	Department of Licensing and Regulatory Affairs
Minnesota	Minnesota State Legislature	FAQs about Minnesota Legislature	How a Bill Becomes Law in Minnesota	Rulemaking in Minnesota
Mississippi	Mississippi Legislature		How a Bill Becomes Law in Mississippi	Administrative Procedures
Missouri	Missouri General Assembly	Missouri State Government The Essentials of Bill Drafting	Process for Enacting a Bill in Missouri	Administrative Procedure and Review
Montana	Montana Legislature	Legislative Guides and Resources	How a Bill Becomes a Law	Administrative Procedure Act
Nebraska	Nebraska Legislature	Drafting Bills For Citizens About the Legislature	Lawmaking in Nebraska	Nebraska Rules and Regulations

Nevada	Nevada Legislature	Frequently Asked Questions	Nevada's Legislative Process	Nevada Law Library
New Hampshire	The New Hampshire General Court		How a Bill Becomes Law	Administrative Rules
New Jersey	New Jersey Legislature	Frequently Asked Questions	How a Bill Becomes Law in New Jersey	New Jersey Administrative Rules
New Mexico	New Mexico Legislature	My Round House	Legislative Process	NM Administrative Code Rules
New York	New York State Assembly New York State Senate	Citizen's Guide to NYSenate.gov Assembly Public Information Office	How a Bill Becomes a Law	Administrative Rules
North Carolina	North Carolina General Assembly	About the Legislature	How a Law is Made	Codifier of Rules
North Dakota	North Dakota Legislative Branch	General Information Administrative Rules Drafting Manual	How a Bill Becomes Law	Administrative Rules
Ohio	The Ohio Legislature	The Guidebook for Ohio Legislators	The Legislative Process	Ohio Laws and Rules
Oklahoma	Oklahoma State Legislature	Legislative Manual	How an Idea Becomes a Law	Administrative Procedures Act
Oregon	Oregon State Legislature	Citizen Engagement	How Ideas Become Law	Administrative Procedures Act
Pennsylvania	Pennsylvania General Assembly		Making Law in Pennsylvania	Administrative Practice and Procedure
Rhode Island	State of Rhode Island General Assembly		How a Bill Becomes Law	Administrative Procedures
South Carolina	South Carolina Legislature	How do I... The Standards Manual for Drafting and Filing Regulations	South Carolina's Legislative Process	South Carolina Code of Regulations
South Dakota	South Dakota Legislature	Legislative Drafting Manual	How an Idea Becomes a Law	Rules Drafting Manual
Tennessee	Tennessee General Assembly	Legislative Drafting Guide	How a Bill Becomes a Law	Tennessee Uniform Administrative Procedures Act
Texas	Texas Legislature	FAQ	How to Follow a Bill	Texas Administrative Code
Utah	Utah State Legislature	Legislative Guide	How a Bill Becomes a Law in Utah	Administrative Rules
Vermont	Vermont General Assembly		How a Bill Becomes a Law	Vermont Administrative Rules
Virginia	Virginia General Assembly	Citizen Involvement	How a Bill Becomes a Law in Virginia	Administrative Process Act

Washington	Washington State Legislature	Legislative Information Center	How a Bill Becomes a Law	Laws and Agency Rules
West Virginia	West Virginia Legislature	Citizen's Guide to the Legislature	How a Bill Becomes a Law	About Rule Making
Wisconsin	Wisconsin State Legislature	A Citizen's Guide to Participation	How a Bill Becomes Law	Administrative Rules
Wyoming	The Legislature of the State of Wyoming	Handbooks & Policies A Citizen Legislature	Welcome to the Capitol: The Legislative Process.	Wyoming Administrative Rules

Updated 12/24



## Appendix B: Who's Who in a Congressional Office<sup>8</sup>

Dec. 23, 2020

### Who's Who in a Congressional Member's Office

BY TODD LINDEMAN AND TAYLOR MILLER THOMAS, POLITICO PRO DATAPoint

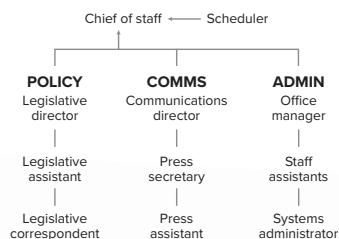
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**T**he Congressional Management Foundation's 2017 survey of senior congressional staffers found visits to a member's Washington, D.C. office are the most effective way to positively influence undecided lawmakers on an issue.

To catch face time with an on-the-go senator or representative, face-to-face meetings require a written request. Appointment requests are handled by the scheduler, who works to get bookings on the crowded calendar. The scheduler is one of about a dozen people working in the D.C. office who play vital roles in shaping policy, communicating the office's positions and keeping the member on track. The staff is "often more knowledgeable of individual issues than the legislators themselves," says Robert Longley of ThoughtCo.

During fly-ins, these staffers serve as the face of the office, and the eyes and ears of the member. Visiting constituents or groups will typically have access to only the staff, such as a legislative member, and not the lawmaker themselves — the staff, however, will relay constituents' views and materials to the lawmaker for their consideration. Key positions on a lawmaker's staff:

#### Typical office org chart



#### ① Chief of staff

The "Number One" in any office.

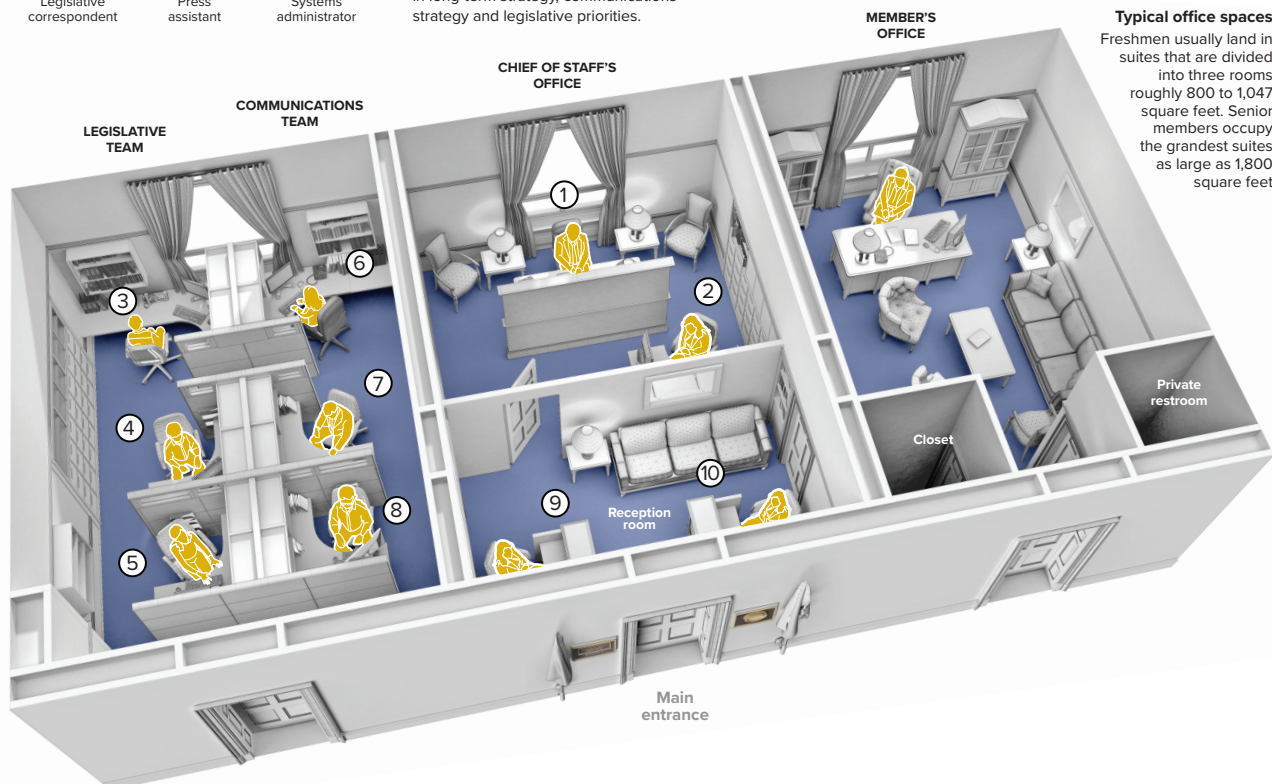
The chief is responsible for how the office functions — they establish office policies and procedures. The chief oversees staffing decisions, manages employees and handles day-to-day responsibilities, including budget and press.

The chief, who advises the member on political matters, plays an important role in long-term strategy, communications strategy and legislative priorities.

#### ② Scheduler

Also called scheduling director, the executive assistant is the axis of every congressional office. He or she is responsible for scheduling the member's engagements and works directly with the chief.

The director allows time for the communications and legislative teams to meet with the member, organizes and books travel plans, knows the fundraising scheduler and assists with the office's finances. They review invitations to speak at or attend certain events and help plan the member's travel back home.



<sup>8</sup> Lindeman, T., & Thomas, T. M. (2019, January 31). Datapoint: Congressional Office Organizational Chart: Blog. POLITICO Pro.

<https://www.politicopro.com/blog/congressional-office-org-chart/>

## Reporting to the chief of staff:



### POLICY TEAM

Researches, drafts, communicates about legislation and informs the member on a range of issues before Congress and in committee.

#### ③ Legislative director

Manages the member's legislative portfolio and priorities and manages the legislative assistants and correspondents. They work directly with the member to establish priorities and strategy.

The legislative director is in charge of vote recommendations, creating new legislation and running the legislation through committee hearings.

#### THE POLICY TEAM MAY ALSO INCLUDE:

##### ④ Legislative assistant

The assistant, a senior position on the team, conducts research on legislation and handles mail. An office may have multiple legislative assistants who handle different issue areas or priorities of the member's policy and legislative portfolio.

##### ⑤ Legislative correspondent

Researches legislation and issue areas. Often, they report to legislative assistants. They also draft correspondence to constituents who write in to the member with questions about policy.



### COMMUNICATIONS TEAM

Manages media requests, executes a strategy that communicates what the team is doing and raises awareness about issues that are important to the member's constituents.

#### ⑥ Communications director

Implements the member's communications strategy and manages the press team. The director handles television interviews, press releases, social media and print media. Either the comms director or the press secretary may serve as the formal spokesperson and may speak on the record about a member's policies and plans.

Some chiefs are heavily involved in communication, while others give the comms director free rein.

#### THE COMMS TEAM MAY ALSO INCLUDE:

##### ⑦ Press secretary

Fields media requests and assists in executing media strategy. They report to the communications director and may also work with the press assistant. The press secretary may be responsible for drafting the member's speeches and other remarks.

Depending on size of a member's district or state, or their role in congressional leadership, a member may have multiple press secretaries or a deputy press secretary who reports to the press secretary.

##### ⑧ Press assistant

Works with the press secretary on media requests and outreach, and can also send releases and pitch media for coverage. The press assistant may also be tasked with compiling press clippings that mention the member or concern issues that are important to the member's district, state or legislative portfolio.



### OFFICE ADMINISTRATION

Works to keep the office organized and accountable to the member and constituents. Roles may vary slightly from office to office.

#### ⑨ Office manager

Oversees office needs, which could include managing supplies, human resources, ensuring compliance with House rules and other labor rules, managing paperwork and other compliance matters on mailings, employment and related matters. They may supervise staff assistants and others who work on office administration.

#### OTHER POSITIONS:

##### ⑩ Staff assistants

Answer phones, handle word processing, filing and faxing. They welcome visitors in the reception area and handle other general requests, such as flag and tour requests, from constituents. They are often the first person to greet visitors to the member's office.

##### ⑪ Systems administrator (not shown above)

Oversees physical technology (computers, printers, smartphones), software, cybersecurity and the office's other technological needs. The admin may manage subscriptions and passwords, and ensures that the office aligns with House guidelines for technology and other rules.

Note: Organization charts vary by Congress member.

Sources: Congressional Management Foundation's 2017 report "Citizen-Centric Advocacy: The Untapped Power of Constituent Engagement;" ThoughtCo; ACLU; American Speech-Language-Hearing Association and NPR

## Appendix C: Letter to a Public Official

Dear [OFFICIAL]

### INTRODUCTION, NAME OF BILL AND STATEMENT OF IMPACT

As a member of the American Society of Radiologic Technologists and a radiologic technologist in Pennsylvania, I am writing to express my [SUPPORT/OPPOSITION] on [LEGISLATION TITLE]. This legislation will have a direct and [POSITIVE/NEGATIVE] impact on patient safety and access to quality care in [STATE].

### BRIEF DISCUSSION ON THE CURRENT LANDSCAPE OF LAWS IN STATE AND HOW PROPOSED LEGISLATION WILL FIX IT

It is critical that individuals who image or provide therapy to patients are educated and capable of producing quality diagnostic images and managing patient care, radiation dose and safety, and the technical factors involved in operating medical imaging and radiation therapy equipment effectively and in a manner that best benefits the patient. By [SUPPORTING/OPPOSING] this legislation, [STATE] will ensure that all individuals performing medical imaging and radiation therapy procedures in the state have met nationally recognized standards for education, training and certification.

### CALL TO ACTION

As my representative in the [NAME OF STATE LEGISLATIVE CHAMBER], please [SUPPORT/OPPOSE] [LEGISLATIVE BILL NUMBER] and help ensure that the citizens of [STATE] are receiving care from qualified, educated professionals.

Sincerely,



## Appendix D: Letter to the Editor

Letter to the Editor Submitted by [NAME]

### **FIRST PARAGRAPH IS HISTORY**

In 2016, Tennessee joined 36 states in creating appropriate state standards for medical imaging and radiation therapy professionals. This was a huge win for patient safety in the Volunteer State. Every day, over 3,500 radiologic technologists work with radiation in health care settings. From a general radiography examination to more involved computed tomography imaging, radiologic technologists are expected to use professional expertise to produce high-quality images at the lowest radiation dose possible.

### **SECOND PARAGRAPH IS CURRENT LANDSCAPE**

Now, the Tennessee legislature is working to roll back our licensure program. Senate Bill 1191/House Bill 1388 would eliminate the medical imaging and radiation therapy board and negate licensure requirements for radiologic technologists across disciplines and health care settings.

### **THIRD PARAGRAPH IS IMPACT**

This action would allow individuals to perform procedures such as computed tomography and magnetic resonance imaging without adequate education and training in radiation safety, appropriate dosage, procedures and radiobiology.

### **FOURTH PARAGRAPH IS BONA FIDES — YOUR EXPERTISE ON THE SUBJECT AND WHY THEY SHOULD CARE ABOUT YOUR OPINION**

As a retired Army veteran and a full-time student, I understand the importance of quality training. After serving as a combat medic, I'm now pursuing a Bachelor of Science in radiologic sciences. Much like medical school provides future doctors with the knowledge and training necessary for their careers, radiologic technology programs prepare radiologic technologists to perform medical imaging and radiation therapy procedures safely and efficiently. SB 1191/HB 1388 rejects education and training that licensure verifies.

### **FINAL LINE IS THE CALL TO ACTION**

The Tennessee legislature must reject SB 1191/HB 1388. Tennessee patients deserve high-quality care no matter the health care setting.

### **DISCLAIMER:**

The opinions in this letter are my own and do not represent any organization.

**Table 1: Legislative Process Chart**

