

Strengthening Town Meeting Member Precinct Outreach

Report from the January, 2024 Forums

hosted by the Envision Arlington Civic Engagement Group

To the Town of Arlington:

This report is about how we can strengthen our representative town meeting system of government. In particular, it's about strengthening the relationships between Town Meeting Members (TMMs) and the precinct residents they serve. Here, you'll find dozens of ideas for doing so. They are both specific and practical. Many of them can be applied right now.

Whose ideas are these? They are yours. They come from two separate forums in January when more than fifty residents – mostly but not exclusively Town Meeting Members – met together to talk about ways to improve communication and outreach between TMMs and residents.

Inside these pages, you'll find a summary of:

- How the forums were organized and led
- What outreach Town Meeting Members are currently doing
- What could be done better, and most importantly
- How we can apply these findings in our precincts

This report is the beginning of a road map for improvement. As such, this is a living document. If we follow it, and apply its findings in our precincts, together we will help create a stronger Town Meeting system and a more vibrant participatory democracy in Arlington.

We thank all who took part in these discussion sessions for your participation and your ideas. And we look forward to continuing to work together with you to put your ideas into practice.

This report was written by the Envision Arlington Civic Engagement Group (CEG), a Town government organization charged with fostering a civically active community. You can find more about CEG, and learn how you can join us, at the end of this report.

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ORGANIZATION OF THE FORUMS

The primary purposes of these forums were:

1. To share ideas for strengthening engagement between Town Meeting members and their constituents;
2. To create a shareable list of recommendations and ideas for Town Meeting member outreach;
3. To increase enthusiasm and energy for communicating with precinct neighbors; and,
4. To generate interest among Town Meeting members to continue this knowledge sharing and building of a culture of engagement.

Publicizing the Forums:

Two weeks in advance of the first event, the Town sent out a notice to the official TMM email list which includes all TMMs and some residents. The forums were also listed on the Town Calendar. In addition, CEG members emailed the notice to their personal email lists and to every TMM with a publicly listed email, inviting them to attend and encouraging them to share the notice within their networks.

Two CEG Forums on Engagement:

Total Attendance of the two forums: 51 people

Forum 1 (Zoom only), Sunday, 01/18/2024: 33 people attended

Forum 2 (In-Person only), Thursday, 01/25/2024: 18 people attended

The majority of attendees were TMMs. Between the two forums, 19 of 21 precincts were represented. In addition, the CEG was contacted by many who expressed interest in the topic but were unable to attend.

Agenda of Forums (see Appendix A for the detailed agenda) :

Before participants were randomly assigned to small groups, CEG organizers presented the purpose and logistics of the forums. Each group chose a facilitator, note-taker, and a person who would report back to the larger group. After brief introductions, the groups had 40 minutes to respond to the following two questions:

1. *How do you hear from and communicate with neighbors in your precinct / TMMs, and which methods do you find most effective?*
2. *How can we better communicate with each other in our precinct and what changes and/or resources do we need to make the communication better?*

What follows is a summary of the discussion of each question.

QUESTION 1

How do you hear from and communicate with neighbors in your precinct / TMMs, and which methods do you find most effective?

From the two forums, there were about 63 responses to Question 1. We have broken out the responses into the following categories (see Appendix B for the individual responses and their categorization):

- **Face to Face Communication**
- **Email Contacts**
- **Precinct Meetings**
- **Flyering**
- **Social Media**
- **Challenges**

Face to Face Communication

Formally and informally organized face to face communication was repeatedly noted as the most effective and enjoyable approach but also the most time-consuming. Examples of face to face communication included:

- Incidental conversations while walking the dog or walking around the neighborhood;
- Welcoming new neighbors;
- Planned social events like block parties, book groups;
- Canvassing with a specific focus: zoning, parking, overrides, elections.

Emails, Email Lists

Email is commonly used by residents, TMMs and the Town to both send out information and for residents to communicate directly with TMMs. Participants use both personal, informal neighborhood email lists and formal Precinct email lists/Google groups, as well as Mailchimp newsletters to communicate.

Precinct email lists vary in the number of email addresses, have been gathered by flyering and/or door to door canvassing, and are primarily used to announce precinct meetings. Town of Arlington emails are also a source of information. It was noted that TMMs primarily hear from their constituents around “controversial issues” and that responding to each email is important.

Precinct Meetings

The majority of precincts hold at least one precinct meeting a year: Their format and attendance varies. Some precincts hold joint meetings with other precincts, some are in person, others are hybrid or held virtually. The primary topic of discussion is warrant articles to be voted on at the upcoming Town Meeting. Some precincts have designated coordinators to organize meetings and others rely on a small group of interested TMMs.

Neighborhood Flyers

Flyers are commonly used to communicate information about precinct meetings, to campaign for an elected office and to collect emails for a precinct email list. Sometimes flyers are displayed on poles around the neighborhood and other times they are distributed to all houses in a precinct.

Social Media/Local News Sources

Participants use the Arlington List email group, various Facebook groups and the online news source Your Arlington to both gather and send out information about what is going on in Arlington as well as election information.

Challenges

The following were identified as specific communication/engagement challenges:

- Residents who live in apartments/condo buildings are relatively hard to reach and thus are often not included in email lists.
- There is no standardized way of collecting or using precinct resident emails.
- There is no standardized TMM organization within precincts. Some precincts have elected leaders who organize precinct meetings but most do not.

QUESTION 2

How can we better communicate with each other in our precinct, and what changes and/or resources do we need to make the communication better?

From the two forums, there were about 100 responses to Question 2. We have broken out the responses into the following four categories (see Appendix C for the individual responses and their categorization):

- **Education**
- **Engagement**
- **Inclusion**
- **TMM Connections**

EDUCATION

Newcomers to Arlington

In both forums, the need for welcoming new residents was often expressed, including educating new residents about the Town, e.g., Town Meeting government, Town services and departments, where to get help, etc. It was felt that the entire Town – its various departments, elected officials, TMMs and neighbors – had a role to play in this hospitality and education process. It was hoped that building a more comprehensive welcoming process would lead to a more connected community as well as lead to increased Town and precinct involvement of both new and older residents. Several suggestions were offered:

- Develop a process to identify, welcome and educate new residents by both the Town and TMMs.
- Draft a welcome letter from the Town Manager, the Select Board, the Moderator, the Town Clerk, and TMMs;
- Develop a “Welcome to Arlington” brochure, postcard and/or flyer;
- Offer Arlington 101 (a mini-version of Civic Academy) as a Town-wide forum, as a precinct or joint-precinct meeting, and/or school forum.

Civic Education for Arlington Youth

Forum participants observed that Town civic education and engagement should include our children and youth. Several creative ideas were recommended, particularly working with the Arlington Public Schools:

- Mock Town Meetings held in the schools so youth are acculturated into Town democracy;
- Youth members of the Youth Advisory Committee establish a Youth Arlington 101.

On-Going Education

It was observed that even for long-time residents staying on top of all that's going on is difficult. Some specific aspects for on-going education include:

- Continuous reminders/notices about how to access information about the Town and its various efforts and initiatives;
- Information about the Town Meeting warrant, especially the annotated warrant and its supporting information about specific articles;
- A page on the Town website that lists TMMs along with their photo.

ENGAGEMENT

Email Contact

The need for better precinct email contact lists was the most frequent comment from both forums. Every small breakout group and every precinct represented noted the difficulty of TMMs contacting people in their precincts. Various suggestions were proposed on how to establish better email contact lists:

- Provide a place on the Town website or an opportunity while voting where, if they choose, residents can provide their emails to be shared with the TMMs in their precincts;
- Use current technology and systems for residents to subscribe (and also unsubscribe) to notifications sent by their precincts;
- Encourage TMMs and neighborhood volunteers to periodically go door-to-door to collect email addresses for their precincts;
- Support Town Meeting and/or the Precincts to have a Town Day table to welcome, provide information, do outreach, and obtain contact information.
- Obtain emails at precinct meetings, block parties, and other community events.

Face to Face Contact

Participants commented on the value of face to face contact for energizing community interest in the Town and building relationships with neighbors. Some ideas overlap with the other engagement ideas, suggesting their multi-fold value:

- Neighborhood block parties;
- Door-to door welcoming, canvassing, pamphlets, flyers, etc.;
- Precinct tables at Town Day and at other precinct and Town-wide events;
- Precinct office hours.

More Developed and Consistent Precinct Meeting Logistics

Comments indicated the value of precinct meetings, but also suggested the need for efforts to increase awareness and attendance at them. Suggestions for doing this include:

- More predictable holding of precinct meetings; for example, establishment of a consistent and regular calendar for meetings. The Town could be a source of support for establishing regular times and places;
- Organizing more joint precinct meetings.

INCLUSION

Forum participants raised a few concerns about how to reach and engage with some specific Town populations, especially renters. A few observations were:

- In general, renters are under-represented in Town conversations;
- Renters may be shorter-term Arlington residents;
- Most TMMs are not renters themselves;
- Outreach access to residents of apartment buildings is very difficult.

TMM CONNECTIONS

Finally, there was some discussion among participants about TMMs organizing amongst themselves and acting as a connection to the Town. Ideas included:

- A few precincts have identified a specific Town Meeting Member as a precinct coordinator. Having a coordinator (or co-coordinators) can lead to more timely and facilitated communications and coordination between residents and TMMs, both within and between precincts;
- More experienced TMMs mentoring newer ones;
- The possibility of TMMs serving as a link between Town residents and Town bodies, e.g., Town commissions and committees.

CONCLUSIONS AND APPLYING THE FINDINGS

What conclusions should we draw from the responses? Two points stand out:

- Town Meeting Members have used a wide variety of methods to communicate with constituents;
- There are many ways such communications can be improved.

These conclusions lead us to the heart of the matter; just how does one go about applying these findings and improving communication, both in variety and in frequency? Recognizing that one size does not fit all, we hope you will apply the findings in your precincts in a way that works for you.

We offer a few questions and some general guidelines for consideration:

- Take a look at your current outreach efforts. How successful do you think they've been? Are you reaching the people you want to reach, and are you reaching them effectively? Are there ideas in this report worth trying that you haven't tried before or that you could be doing differently?
- Consider expanding your outreach efforts in a way that works for you. To begin with, be realistic. An outreach step can be small, but it should be specific, something you can actually do (and enjoy doing!) right now rather than later, and something with a good chance of success.
- Invite TMMs and neighbors in your precinct to join your outreach efforts. This can lead to (1) better ideas through group discussion, (2) less burden on you, and (3) more personal satisfaction from getting to know your colleagues and neighbors. Often, it will help if your precinct TMMs designate a contact person to ensure that everyone is informed, work is shared, and efforts are coordinated.

OUR WORK CONTINUES...

This report is open-ended because the work of improving our community outreach is ongoing, and always will be. We now turn the work over to you to put into practice. What steps can you take right now to build a more effective and efficient outreach practice? While they might vary, if we each take a few small steps, our cumulative impact will make a measurable and meaningful difference.

We in the Civic Engagement Group will stay involved with this issue. We will reach out to the Town, along with any of you that would like to join us, to encourage the Town to develop some of the resources to support outreach identified in this report. But the primary drivers of change must be you, those most directly affected, our Town Meeting Members and other community stakeholders. If significant and

lasting change is to occur, it will need to come from each of you – both individually, and, even better, from a new group of you formed to determine and oversee the specific work that needs to be done. Might you be interested in being part of such a group? Please let us know.

One final comment for now:

Outreach done well leads to engagement and participation in the life of the community. Every neighbor is a community asset; if more neighbors become engaged, we'll benefit from the assets they share and our democratic form of government will be strengthened. Arlington will become more vibrant, more cohesive, more resilient, more able to cope with challenges that may come our way. Arlington will become an even better place for all of us to live, even a model for other towns to follow.

These are worthy goals. And with your engagement and participation, we can reach them together. We thank everyone who participated in these discussion forums. We look forward to continuing working together with you.

Town of Arlington Land Acknowledgement

Living on the ancestral lands of the Massachusetts Tribe, the tribe of indigenous peoples from whom the Colony, Province and Commonwealth have taken their names. We pay our respects to the ancestral bloodline of the Massachusetts Tribe and their descendants who still inhabit historic Massachusetts territories today

About the Civic Engagement Group

The Civic Engagement Group's mission is to connect the community, to welcome diversity, and to generate greater civic participation. One of our main recent activities has centered around Town Meeting since that's one of the most prominent ways to engage residents in community life. We're involved in other engagement projects as well.

Does civic engagement interest you? We invite you to join us. Everyone is welcome at our monthly meetings, where we create and implement our own agendas, and where your own ideas can get translated into action. For more information, please contact us at CivicEngagementArl@gmail.com

Appendix A

Forum Agenda

1. Welcome
2. Small Group Discussion addressing these two questions:
 - a. How do you hear from and communicate with neighbors in your precinct/TMMS and which do you find the most effective?
 - b. How can we better communicate with each other in our precinct and what changes and or resources do we need to make the communication better?
3. Report back to Large Group
4. Close with next steps

Appendix B

Individual Responses and Categorization

Question 1: *How do you hear from and communicate with neighbors in your precinct / TMM's, and which do you find most effective?*

Group #	How do you hear from and communicate now from precinct members?	Communication flow	how primary	how secondary
T2	Lots of shuffling to put on precinct meetings	TMM to TMM		
Z4	Active outreach which leads to some attendance by the residents but most of the meeting attendees are TMMs.	TMM to resident		
Z3	Responding to email from constituents	TMM to resident	email	
Z4	reached out to Precinct leaders via email.	resident to TMM	email	
Z2	P14 has a local email list (to get people to precinct meetings).	TMM to resident	email list	precinct list
Z2	Mailchimp email list	TMM to resident	email list	mailchimp
Z4	Inform through a limited email list.	TMM to resident	email list	limited
Z2	Individual has a list of about 400 people Town-wide.		email list	personal
Z3	Email lists		email list	
T2	Emailing with partial lists of neighbors.		email list	neighbors
T1	Personal email list.		email list	personal
Z1	Have a Google group for precinct 8 and 10, but it is primarily used for announcing precinct meetings.	TMM to resident	email list/google group	
T1	Pct 7 has a Google Group; maybe ended up with only 50 members.	TMM to resident	email list/google group	
Z3	Newsletters		email newsletter	
Z3	Town notifications to advertise precinct meetings.	Town to resident	email/notification (Town)	
Z4	Short meeting notice has worked well; most TMMs manage to make time to attend precinct meetings	TMM to TMM	emails	

T1	Received email from constituents re: controversial issues -- responding back to them is important.	resident to TMM	emails	responding to emails
T2	Town of Arlington email alerts.	Town to resident	emails/notifications (Town)	
Z1	Flyers to tell people who is running in the election.	TMM to resident	flyering	
Z2	Precinct 8 and 10 do a literature drop to hit all the houses in Town	TMM to resident	flyering	
T2	Have flyered to ask constituents to submit their emails.	TMM to resident	flyering	
Z3	Flyering, to announce precinct meetings, or to ask for emails	TMM to resident	flyering	
Z2	League of Women Voters Night has opportunity to meet TMMs	Town to resident	meeting	League of Women Voters
T2	"6ft at 6:00" neighborhood meetings allowed for discussion.		person to person	neighbors
T2	Incidental communication with neighbors.		person to person	neighbors
T1	Meet new people in the neighborhood.		person to person	neighbors
Z1	When informing people about the override, went door to door talking with people and found that to be helpful.	TMM to resident	person to person	door to door
Z2	Went door-to-door on the 3 streets near him impacted by a parking issue.		person to person	door to door
Z2	Backyard precinct meetings		person to person	backyard
Z2	Mostly they (pct 14) use word of mouth to get people to precinct meetings	TMM to resident	person to person	word of mouth
T1	Walks and introduces himself as TMM.	TMM to resident	person to person	walking neighborhood
Z3	Talking with people you meet on the street		person to person	walking
T1	Block party--talked directly with neighbors.		person to person	block party
T1	1 on 1 conversations more effective.		person to person	1:1
Z4	Enjoy meeting residents in-person.		person to person	
Z4	Enjoyed meeting residents in-person in the past, pre-covid days		person to person	

Z4	Meet with them while dog walking.		person to person	walking dog	
Z3	Neighborhood block parties (talking & collecting email addresses)		person to person	block party	
T1	Postcards.		postcards		
Z4	Recently got involved with Town matters during MBTA zoning, attended Town meetings and one precinct meeting	resident to TMM	precinct meeting	town meeting	
Z3	Joint precinct meetings		precinct meeting	joint	
Z4	Typically hold joint meetings with other precincts. Try to make their meetings inclusive by inviting outside residents to attend. Most of the time is spent explaining warrant articles to attendees.		precinct meeting	joint	
Z4	Discuss warrant articles for the most part in meetings.		precinct meeting		
T2	In person meeting well attended in precinct 3.		precinct meeting	in person	
Z2	Precinct meetings 1-2 times a year	TMM to resident	precinct meeting		
T2	Having in-person as well as Zoom precinct meetings helps with attendance.		precinct meeting	in person, virtual	
T1	Precinct meetings (not many people attend).		precinct meetings		
T2	Pcts 8 and 10 work together. Precinct meetings are helped because some TMMs know a lot about the subjects being covered.		precinct meetings	joint	
T2	Keep up on what's going on via Arlington List.		social media	Arlington List	
Z2	"YourArlington", Town Newsletters, The "A" List, "A List" on Facebook	Town to resident	social media	Arlington list, FB, YourArlington, newsletters	
T1	Ways to reach people: Arlington List, Facebook Groups, YourArlington.		social media	Arlington list, FB, YourArlington	
T2	Precinct 3 has a captain that organizes meetings.	TMM to TMM	TMM point person		3
Z1	Precinct 5 has a designated leader.	TMM to TMM	TMM point person		5
T2	Reaching out to neighbors was easier when kids were in			schools	

	school.			
T1	People depend on TMMs to know what is happening in Town.	TMM to resident		conduit
Z2	Lot of outreach on MBTA Communities lists			
Z2	People who are looking for info will contact him to get guidance. He is a conduit.	resident to TMM		
Z2	Views part of his role is redirecting and not assume authority that he doesn't have.	TMM to resident		
Z1	Constituents are most interested in parks, roads, and taxes.	resident to TMM		
T1	When there is an issue, we hear from people, otherwise not.	resident to TMM		specific interest
T1	Book Group members.			book group
T!	Best engagement is around campaigns.			specific interest/campaign

Appendix C

Individual Responses and Categorization

Question 2: *How can we better communicate with each other in our precinct and what changes and/or resources do we need to make the communication better?*

Group #	How can we better communicate with each other in the precinct?	General topic	Primary	Secondary	Tertiary	Who is responsible?
Z	Arlington 101 for new residents.	education	class	Arlington 101	new residents	town
T2	Add to Town Welcome Letter (is there one? if not, should have one) information describing Town Meeting and who their TMMs are and contact information.	education	TMM contact info	new residents	town meeting	Town
T2	Mock Town Meeting in schools (not just third grade, but also middle and high school). Kids might push parents to get more involved.	education				schools
Z2	Community forums at the Robbins Library as an orientation to the basics of town government ("Arlington 101"). Lower level of Civic Academy.	education	class	Arlington 101		Town
Z	Ask youth members of the Youth Advisory Committee to help create basic Arlington 101 tutorials on civic questions.	education	class	Arlington 101		YAC
Z	Mini version of the Civic Academy.	education	class	civic academy		town
Z	Prior to Town Meeting, sessions for TMMs re: finance, other complex issues.	education	class	for TMMs		Town
Z1	Start a newspaper.	education	media	newspaper		
T1	A Town postcard or brochure introducing people to the Town, Town email lists, etc.	education	town email/notice	postcard		town
Z4	Town could send messages about every issue to residents along with the contacts of their precinct leaders.	education	town emails/notices	precinct leader		town
T1	From Town Manager or Select Board to new residents welcoming them and giving information about the Town.	education	new residents	welcome		town

T1	Help people understand the Town.	education	Arlington 101			
Z2	Creating FAQs for questions like who to contact about policy on Parking, Snow shoveling, etc.	education	FAQ			Town
T1	If people knew more, would they be more involved? Information on how to get involved.	education	information			
T2	TMMs should do the work to get and understand pertinent information.	education	issues			TMMs
Z2	The Advocate was a great source of info. Your Arlington is all we have now and it needs support. Local journalism is essential.	education	media			
T2	A sheet that explains to potential / new TMMs what they are responsible for	education	new TMMs			
Z1	Would like it if residents were involved longitudinally, so that they're getting information well before the vote, and so that they understand the process of TM better.	education	residents			TM
T2	A postcard letting people know who their TMMs are and contact information.	education	TMM contact info			
T2	More notices about how to get more information.	education	town emails/notices			town
T2	Put on the mailed warrant what reports pertain to the articles.	education	warrant			Town
T2	The annotated warrant is very helpful. Need more people to know about it.	education	warrant			Town
Z3	Make it mandatory for TMMs to provide email and phone number, along with their mailing address.	engagement	TMM contact info	standardization		Town
Z2	Tying civic information to more non-political events like block parties, Town Day and making more casual connections.	engagement	casual	Town Day	fun	
Z4	Identifying a meeting date before the election and handing out notices to people on the day of election may be an effective way to have them attend the meetings and get to meet with some residents.	engagement	precinct meeting	person to person	new residents	TMMs
T1	Office hours. Precincts with tables. Town publicizes. Maybe use Town Day as one day to do hold them. Is there a Town Meeting booth at Town Day? Hold a Precinct Palooza.	engagement	casual	town day	office hours	

Z3	Page on the town website that lists TMMs along with their pictures.	engagement	TMM contact info	website	photos	Town
Z2	Creating a precinct-specific or school district specific email list. Building that email list by going door to door in small groups (once a year?).	engagement	email list	person to person	school	TMMs
Z4	A space for meeting in person would be good. Could the Town get involved in having the school janitor open and close the school for precinct meetings (it would require the Janitor to open and close and hence an additional budget towards that).	engagement	precinct meeting	in person	schools	town
Z4	Move to allocate a budget for a janitor in order to have precinct meetings in the schools.	engagement	precinct meeting	in person	schools	town
Z2	Maybe there are other ways the commissions can communicate.	engagement	committees	communication		
T1	Could do door-to-door.	engagement	person to person	door to door		TMMS
T1	People like to be asked.	engagement	person to person	door to door		
Z2	Divide up precinct and have TMMs or others canvass their neighborhoods--person to person contact most essential.	engagement	person to person	door to door		TMM
Z4	Make use of other spaces around town for meetings. Could CEG work with different institutions and explore the possibility of holding precinct meetings in their premises?	engagement	precinct meeting	in person		CEG, Town
Z4	Libraries and some other institutions could be potential venues to hold meetings free of cost.	engagement	precinct meetings	in person		town
Z4	In-person meetings are good.	engagement	precinct meetings	in person		
T2	A form or something similar that allows people to simply check off a box to get more precinct and Town information.	engagement	town emails/notices	institutionalization		town
Z3	Fixed time slots for precinct meetings; let precincts claim them.	engagement	precinct meeting	institutionalization		Town
Z3	Perhaps the town could create timeslots for precinct meetings, and precincts would claim them. Removes the need to pick a date and time.	engagement	precinct meetings	institutionalization		Town

Z3	More town support and institutionalization.	engagement		institutionalization		Town
Z3	Better institutionalize the process of organizing precinct meetings (they generally depend on specific people who are willing to do the work).	engagement	precinct meeting	institutionalization		town
Z1	Would benefit from more modern marketing to get the message out to residents that they can join a committee or run for town meeting.	engagement	committees	marketing		
Z	Volunteers to work on a precinct newsletter.	engagement	newsletter	mentor		
Z2	More in-person, casual events like "backyard" precinct meetings, coffees, and brunch at the school.	engagement	casual	person to person		
T1	Postcards.	engagement	town emails/notices	postcard		
Z3	Town notices about precinct meetings have been helpful in getting the word out.	engagement	town emails/notices	precinct meeting		Town
Z4	We need to be fiscally smart and use the existing technology to connect people with their precinct leaders. There could be a way to incorporate a system for people to sign-up for notifications pertaining to their precinct (and unsubscribe later if they do not wish to receive these notifications). The system exists as we are able to sign up for notifications about different categories. Maybe "precinct" could be one such category people could sign up for.	engagement	town emails/notices	precinct specific		town
Z2	Pamphletting in advance of an in-person meeting at the Brackett School.	engagement	flyering	school		
Z2	Outreach via PTOs. Set up precinct-specific email lists or by elementary school — the challenge is how to get those contacts.	engagement	email lists	schools		
Z3	Social media (via Arlington-specific groups)	engagement	media	social media		
Z1	The town should have a standardized signup form for getting on your precinct's email list.	engagement	Email List	standardization		Town
Z4	Schedule meetings for all the precincts at a fixed time every year, say March and send out notices via post (not email).	engagement	precinct meeting	standardization		Town

T2	Email alias so all current TMMs in precinct get informed by constituents with single email address	engagement	TMM contact info	standardization		Town
Z2	Opportunity to meet your TMM at Town Day.	engagement	TMM contact info	Town day		
Z3	Use of town notices to ask people to sign up for their precinct notification list (implies there's someone to maintain precinct lists).	engagement	Email List	town emails/notices		Town
T2	Ask at polls if a voter wants to be on a precinct email list to get more information.	engagement	email list	voting		Town
Z1	Committees are a very important way for residents to get involved in the town, and that many warrant articles originate in committee work.	engagement	committees	warrant articles		
Z	A way for TMMs to survey the constituents to understand how the majority wants TMMs to vote.	engagement	survey	warrant articles		TMMs
Z4	Navigating the town website to find precinct leaders' contact used to be much easier but now is very complicated. Making it easier to access may help people identify these contacts.	engagement	TMM contact info	website		town
Z3	Making a conscious effort to build and maintain email addresses for a notification list.	engagement	email list			
Z1	Helpful to have a listserv that reaches out to all registered voters in a precinct, if that were possible.	engagement	Email List			Town
Z1	Use resident contact information to give people the option to get on an email list.	engagement	Email List			Town
Z2	Town facilitates people signing up for precinct list.	engagement	Email List			Town
Z4	Would be helpful to have a precinct specific email list.	engagement	email list			
Z4	Town could help with an email list to reach out to precinct members.	engagement	email list			Town
Z	Precinct specific lists.	engagement	email list			
T1	Email lists.	engagement	email list			
Z4	Need an email list to reach out to everyone that signs up.	engagement	email list			
T2	Involve more people with leafleting.	engagement	flyering			

Z3	Perhaps the town could help facilitate making and distributing flyers.	engagement	flyering			Town
T1	Would moving elections to November lead to more involvement?	engagement	move elections			town
Z2	TMMs should introduce themselves to new neighbors.	engagement	new residents			TMMs
T1	Use opportunities to discuss TM when you are having conversations with people	engagement	person to person			TMMs
T1	Email and responding to email	engagement	resident emails			TMMs
T1	How could the schools be involved in this? Introduce the parents to the Town.	engagement	schools			schools
T1	TMMs sharing with each other what they do for engagement)	engagement	sharing strategies			TMMs
T2	Email list of precinct TMMs would help.	engagement	TMM contact info			
Z	User-friendly TMM directory. What should be included; how should it be organized?	engagement	TMM contact info			town
Z3	In email communications to your precinct, include list of TMMs, so that people know their names.	engagement	TMM contact info			
T2	A sign-up for constituents to get notifications, alerts.	engagement	town emails/notices			town
T1	Need to not make people feel bad about not being involved.	engagement				
Z4	When new residents move in, Town could send information about their precinct number and names/contacts of their precinct leaders. Welcome kit, including names of their TMMs.	engagement	new residents	welcome		Town
Z2	Use Chamber of Commerce.	engagement				
Z2	Combined precinct meetings for economy of scale.	engagement	precinct meeting			TMM
Z2	new residents	engagement	SB			

Z1	One factor that led the speaker to decide to settle in Arlington was the feeling that Arlington had a strong sense of community, and that reaching out to renters who don't yet see themselves as longtime residents may encourage them to become longtime residents.	inclusion	renters	outreach		
Z1	Even if a renter doesn't stay for decades, they may have input that would benefit the future renters who may later replace them.	inclusion	renters	outreach		
Z2	Term limits to ensure more new participation.	inclusion	term limits	policy		
T2	Mentoring new TMMs by experienced TMMs.	TMM as connectors	new TMMs	mentor		TMMs
T2	Have TMMs attend events and introduce themselves.	TMM as connectors	TMM contact info	person to person		TMMs
Z2	Designating a "precinct leader" for each precinct to organize precinct meetings and other outreach.	TMM as connectors	TMM point person	precinct meeting		other TMMs
Z2	Designate a "precinct leader" to pass along messages to TMMs in the precinct and to organize precinct meetings.	TMM as connectors	TMM point person	precinct meeting		
Z1	The town could require each precinct delegation to choose a chair who makes sure precinct meetings happen and takes responsibility for disseminating information to the rest of the TMMs.	TMM as connectors	TMM point person	precinct meeting		Town
Z1	Notes that Arlington has exceedingly good civic engagement relative to other places; one role we need to fulfill as TMMs is to connect people to committees.	TMM as connectors	committees			
T1	12 people represent 3,000 people, so maybe a way to share that communication between TMMs.	TMM as connectors	communicate with other TMMs			
T2	TMMs who have specific expertise connect with new TMMs.	TMM as connectors	new TMMs			TMM

T2	A point person that rallies others.	TMM as connectors	TMM point person			TMMs
Z2	It would be nice to have recaps of what is happening on commissions in town. TMMs can help people by knowing which commission does what, point people in the right direction.	TMMs as connectors	committees			commissions
T1	Why do this? This is what we love about Arlington.	TMMs as connectors				