

Reenvisioning Town Meetings as Accessible to Caregivers of Young Children

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ABSTRACT

This paper presents an analysis of the accessibility of town meeting government to caregivers of babies and young children. The article examines prior research on who typically attends town meetings and explores challenges to caregivers' attendance. Findings suggest that due to existing challenges, caregivers for young children are less likely to attend town meetings than noncaregivers. I then look at best practices for inclusive public meetings and generate a model for accessible meeting design with a goal of engaging and supporting caregivers.

Town meeting government dates to colonial New England and is still commonly used by small towns in the Northeast. Often referred to as a *true* or *pure* form of democracy (Field 2019; NLC 2016), this method of government involves inviting resident voters to an annual meeting where they collectively pass a budget, elect public officials, and vote on local ordinances. However, a true democracy implies broad-based citizen participation, and existing evidence suggests that a declining number of citizens attend town meetings and that attendees are not necessarily representative of the town's population.

Caregivers for babies and young children experience many obstacles to participation in town meetings. For this article, I adapted questions from Hankivsky et al.'s (2014) intersectionality framework to guide my analysis of these obstacles. Following an explanation of town meeting government and recent trends in attendance, I explore challenges to caregivers' attendance at these meetings and discuss the extent to which caregivers are considered in relation to town meetings. Finally, I examine best practices for inclusive public meetings and recommend revised and expanded practices to better engage and support caregivers.

GUIDING QUESTIONS

Intersectionality is a useful framework for exploring how a seemingly straightforward way to organize a small local government—the town meeting—can present

an accessibility challenge to residents with childcare responsibilities. An intersectional perspective fosters understanding of the varied impact of public policy on individuals based on unique combinations of identities, experiences, and power relations, ultimately fostering inequity (Hankivsky and Cormier 2011).

Hankivsky et al.'s (2014) framework for intersectional policy analysis contains two complementary elements: a set of guiding principles and a list of 12 key

questions that may be used to direct the analysis. Their work was developed with a focus on health policy; however, the framework can be applied across a variety of contexts, including to town meeting government.

Guiding principles include an appreciation for the complexity of human lives and experiences, an understanding that socially constructed categories (such as gender, race, class, or ability) affect lived experiences differently based on time and location, and a focus on working towards equity and social justice. The list of 12 questions meant to guide an intersectional analysis may be used all together or in part (Hankivsky et al. 2014). For this analysis, I have adapted five of the questions to focus on the accessibility of town meeting government for caregivers of young children:

1. What is town meeting government, and how have representations of this form of government come about?
2. How are caregivers of young children differentially affected by this representation of town meeting government?
3. What inequities actually exist in the accessibility of town meeting government for caregivers of young children?
4. Where and how can interventions be made to improve access?
5. How will proposed policy responses reduce inequities?

TOWN MEETING GOVERNMENT

Municipalities in New England states began using town meeting government in colonial times. This form of government continues to be practiced in many small towns in Maine, Vermont, Massachusetts, Connecticut, New Hampshire, and Rhode Island today (DeSantis and Hill 2004). Town meeting government involves inviting all town residents who are legally able to vote to an annual meeting, run by an elected moderator (Field 2019). At the meeting, residents engage in discussion and deliberation and ultimately elect local officials (such as a select board, charged with oversight of day-to-day government activities), pass local laws (called ordinances), and approve a budget for the upcoming fiscal year (Saiz 2011; Townsend and Reiss 2022).

States have guidelines for when the town meeting should be held. For example, in Massachusetts towns may opt to hold meetings anytime in the months spanning February through May (Galvin 2008). In Vermont, all town meetings occur on the first Tuesday in March (OVSS 2008). New Hampshire towns may hold their town meetings on the second Tuesday of either March, April, or May (Scanlan n.d.). To encourage understanding and participation, some New England states publish citizens' guides to town meetings (see Galvin [2008], for Massachusetts, and MMA [2022], for Maine).

At the meeting, towns are free to make decisions and create or amend local policies, provided they do not conflict with state or federal law (Townsend and Reiss 2022). Many towns elect a committee to focus on financial issues and, in conjunction with a select board, to create a budget to be voted on at the annual meeting (Saiz 2011). When particularly complex issues or proposals are under consideration, towns may opt to create volunteer-led committees to study the issue and make recommendations ahead of voting (Townsend and Reiss 2022).

The time commitment associated with attending the annual town meeting varies. For example, data collected in 2019 across 30 Vermont town meetings showed that the average length of a town meeting was 2.4 hours. In half of towns studied, meetings were at least 2.8 hours long (author's analysis of data collected by the Center for Research on Vermont [CRV 2019]).

Attendance at town meetings has trended downward in recent years. Reports describe attendance at meetings as typically low, unless a controversial issue is on the agenda (Carr 2006; Condon 2023). Bryan's 2003 longitudinal study of Vermont town meetings found that about 20

percent of voters typically attended these meetings between 1970 and 1998. Rolheiser and Saiz (2020) more recently studied town meetings across six Massachusetts towns and reported a much lower attendance rate of roughly 2 percent of local adults across this sample.

Declining attendance is associated with town size, with larger communities more likely to see lower attendance rates (Bryan 2003; Zind 2015). As communities grow, they tend to move from town meetings to a government structure where voters elect individuals to represent them, rather than each resident being called to act as a legislator in the annual meeting (Condon 2023). Lack of information or apathy about local issues are other factors described as potentially lowering attendance (Holliman Harbour 1996).

Some towns and states have adopted alternatives to the town meeting format. For example, certain towns in New Hampshire and Vermont hold town meetings to inform citizens and discuss or debate local issues, but allow citizens to vote on the issues separately, without attending the meeting (Saiz 2011). These towns use what is referred to as the Australian ballot: a written ballot where residents can vote on local ordinances and elected officials outside a town meeting (Bryan 2003). Some towns in Massachusetts and Connecticut have shifted to a less fully participatory form of local government, the representative town meeting, where voters elect a group of (typically 80–200) town members to assemble and vote on local issues (Galvin 2008).

The COVID-19 pandemic led to both dramatic declines in town meeting attendance and more widespread adoption of alternative formats, such as use of an Australian ballot. In 2021, Vermont state government allowed all towns to make decisions via preprinted ballots instead of holding town meetings (Ring 2021). That year, just six of Vermont's 247 municipalities voted in-person at town meetings, though many towns opted to hold informational meetings so residents could learn about the issues prior to voting (O'Connor 2024). Research on these meetings found attendance (calculated as the percentage of local voters attending) appeared to have dropped by more than 50 percent between 2019 town meetings and the 2021 informational meetings. Concurrently, there was a rise in voter turnout for towns using Australian ballots: an estimated increase of about 39 percent was observed between 2019 and 2021 (CRV 2021). Since 2021, many towns have returned to holding annual town meetings though some have opted to make permanent changes. These changes have included shifting the date of scheduled meetings,

adding options for online attendance, and providing all residents with ballots to vote on local issues rather than holding an annual town meeting (O'Connor 2024).

Despite changes to form and variation in attendance in some towns over time, town meeting government in its ideal form represents a deliberative democracy. In other words, citizens are empowered to discuss issues, solve problems, and make decisions for themselves (Carcasson and Sprain 2010). If local governments can engage residents fully and equitably in the town meeting process, this format enables the most direct form of government possible. This structure, geared towards complete voter engagement in the process, is what has led town meeting government to be characterized as a true or pure form of democracy (Field 2019; NLC 2016). The perception of town meetings as a broadly accessible way to enable each resident to act as part of a local legislative body has stuck over time. However, low and declining participation rates indicate that not all voices in the community are represented through town meeting government.

CONSTRAINTS FOR CAREGIVERS OF YOUNG CHILDREN

Town meetings' image as a pure and accessible form of democracy does not consider barriers that may prevent some residents from attending. The scheduled time and location of the meeting may affect some residents' attendance, due to work schedules and transportation options. All else equal, people who have atypical work schedules or limited (or no) access to transportation will be less likely to attend. Regardless of meeting time or location, individuals who are caregivers to a dependent person (a baby, young child, or adult with a condition requiring constant care) may find it challenging or impossible to attend town meetings, depending on available accommodations.

The resource model of political participation describes three prerequisites for political activity: time, money, and civic skills. In writing about this model, Brady et al. (1995) identify circumstances including being employed and having (particularly preschool) children at home, as time constraints that reduce individuals' ability to participate in time-intensive political activities such as working on community issues, serving on committees, and attending meetings. Their analysis of survey data finds that free time is a strong predictor of ability to participate in this type of activity. The presence of preschool-aged children in the home is projected to reduce free time by

3.5 hours every day and to decrease time-based political participation by an hour each week (Brady et al. 1995).

As Brady et al. (1995) found, caregiving for young children decreases participation in resource-intensive political activities such as attending meetings. Women have traditionally been assigned the task of caring for young children. A 2020 analysis of nationally representative data shows that regardless of who is the primary earner, mothers spend more time than fathers taking care of young children in female-male partner households (Pakaluk and Price 2020). Current trends in time use show that among female-male married couples with at least one minor child, men spend 2.9 more hours per week on leisure than women, on average, leaving men with more time for political participation. Among employed husband-wife couples with children under age 5, the difference in leisure time is even greater. Husbands in these homes spend 4.5 more hours per week on leisure than wives (Aragao 2023). Thus, the presence of young children in homes of female-male married couples likely has a larger impact on women's participation in town meetings relative to men's.

The impact of caregiving responsibilities on town meeting participation will likely vary based on other factors. For example, wealthier caregivers can more easily afford to hire a babysitter to care for children during a town meeting so they can take part. The town's adherence to formal structures guiding meeting conduct and the extent to which local culture is receptive to or pushes back against children in public spaces can have an impact as well.

Wood (2016) describes a variety of ways in which children are excluded from mainstream spaces. Though her work focuses on the exclusion of teenagers, it may be applied to young children in the context of town meetings. The ways in which young children—and by extension, their caregivers—are prevented from attending town meetings relate to Wood's discussion of regulation and stigma. Formal regulations around participants' conduct at town meetings can create structural challenges for caregivers wishing to attend with young children. Stigma can negatively affect caregivers' willingness to bring children with them to the meetings.

Accessibility constraints due to caregiving responsibilities could be reduced if town meetings were structured to explicitly support the attendance of children. However, laws in New England create a formal structure for participants' conduct that is incompatible with young children's development and typical behaviors. Such rules prohibit disorder or disturbance or mandate silence and order at

town meetings. Table 1 presents examples of state statutory language around disturbances at town meetings. Though this language does not overtly reference them, babies and young children often cry and make other noises. These noises could constitute disorderly conduct at the meeting and the caregiver and child may be asked to leave the meeting.

While empirical research is needed to explore the extent to which children attend town meetings, anecdotal photo evidence shows a child occasionally in attendance. For example, photos by the Associated Press (AP 2024) and Russell (2024) from recent town meetings in Vermont show many meetings composed of adults only, and some with a young or older child in attendance. These photos suggest that adherence to formal structures may vary by town. Some town administrators may require orderly conduct and frown upon disturbances, while others may treat formal structures more loosely and have a welcoming attitude towards caregivers attending with young children.

Even in towns where state statutes regarding keeping order during town meetings are loosely upheld, cultural norms around young children in public spaces may create

stigma that deters caregivers from bringing them along. In the past few decades, movements of adults advocating for child-free spaces have highlighted the idea that young children’s cries and tantrums constitute a public nuisance (Qvortrup 2005). This landscape may pressure caregivers to stay home rather than risk creating a disturbance by bringing their young children with them to an adult-dominated public space (Murray 2021). Caregivers for older children (preteens and teens) who are developmentally more able to engage in quiet activity, may be more likely to bring them to a town meeting. However, given that families play a key role in teaching children about civic engagement (Kiesa et al. 2022), towns that foster a welcoming culture for caregivers to attend with children of all ages may create a ripple effect as these children become the next generation of engaged attendees at public meetings.

To recap, challenges to caregivers’ attendance at town meetings occur due to time and money constraints combined with structural and cultural barriers to bringing young children to the meetings. Caregiving patterns in male-female households suggest that women’s

TABLE 1: **New England State Statutory Language Regarding Town Meeting Conduct**

Statute	Statutory language
Maine General Town Meeting Provisions, Title 30-A Chapter 121, § 2524. 1987.	All persons shall be silent at the moderator's command. A person may not speak before that person is recognized by the moderator. ... If any person, after a command for order by the moderator, continues to act in a disorderly manner, the moderator may direct that person to leave the meeting.
New Hampshire Government of Town Meeting, Title III-40, § 40:8 1996 (revised 2022).	If any person shall behave in a disorderly manner, and, after notice from the moderator, persist in such behavior, or shall in any way disturb the meeting, or willfully violate any rule of proceeding, the moderator may command any constable or police officer, or any legal voter of the town, to remove such disorderly person from the meeting and detain such person until the business is finished.
Massachusetts Municipal Government, Title VII Chapter 30, § 17. 2022.	[A]ll persons shall, at the request of the moderator, be silent. If a person, after warning from the moderator, persists in disorderly behavior, the moderator may order him to withdraw from the meeting, and, if he does not withdraw, may order a constable or any other person to remove him and confine him in some convenient place until the meeting is adjourned.
Rhode Island Town Meetings, Title 45 Chapter 45-3, § 45-3-18. 1896 (revised 2016).	Every moderator has the power to manage and regulate the business of each meeting, conforming to law, and to maintain peace and good order at the meeting.
Vermont Local Elections, Title 17 Chapter 55, § 2659. 1977.	If a person, after notice, is persistently disorderly and refuses to withdraw from the meeting, the moderator may cause him or her to be removed, calling upon the constable or other person for that purpose.
Connecticut Power of the Moderator, Title 7 Chapter 90, § 7-8. 1949 (revised 1953).	The moderator of any town meeting, and of any meeting of any society or other community lawfully assembled, may, when any disorder arises in the meeting and the offender refuses to submit to the moderator's lawful authority, order any proper officer to take the offender into custody and, if necessary, to remove the offender from such meeting until the offender conforms to order or, if need be, until such meeting is closed.

participation in town meetings will be most negatively affected by time constraints. Structural and cultural barriers will vary, depending on state and town. Towns where caregivers of young children face the greatest barriers to attendance will likely adopt municipal budgets and policies that are least reflective of caregivers' perspectives. The viewpoints of residents who can attend will drive decision-making at these meetings, and any groups who are absent will miss the opportunity to have their voices heard.

ATTENDANCE PATTERNS AT TOWN AND PUBLIC MEETINGS

There is not much literature that describes the characteristics of town meeting attendees. Research on town and other public meetings has examined attendance patterns based on age, length of residency, homeownership status, type of employment, race, ethnicity, gender, and socioeconomic status. Some authors have also explored or discussed the actual or potential impact of caring for children on attendance.

Looking at participation in Massachusetts town meetings in the late 1990s, DeSantis and Hill (2004) found that individuals who attended town meetings were typically older and more invested in discussing community issues relative to those who did not regularly attend. Through surveying town meeting participants in six Massachusetts towns, Rolheiser and Saiz (2020) compared characteristics of attendees to those of the general town populations. They found that town meeting participants were more likely than nonparticipants to be civically engaged, longtime residents, homeowners, and municipal employees. Einstein et al. (2019) coded minutes from planning and zoning board meetings focused on housing development to understand who participates. Their results showed that participants tended to be longtime resident homeowners who were older and who voted in local elections. Reporting on community surveys to understand participation patterns, Maciag (2014) found that about a quarter of respondents had attended a public meeting in the past year, and attendees were commonly longtime residents and residents over age 35. Saiz (2011) explored low participation at town meetings as potentially paving the way for special interest groups organizing to advance specific issues. He found evidence to support municipal employees acting as an interest group pursuing higher municipal employee wages at town meetings in Massachusetts.

Findings related to race, ethnicity, and socioeconomic status have been more varied and have shown some overlap, across the literature on town and public meeting attendance. Town meeting participants in Rolheiser and Saiz's 2020 study were more likely to be White compared to the overall local population though they were no different in terms of level of wealth. Maciag (2014) found that Asians participated less commonly in local government relative to individuals from other racial groups. Williamson and Scicchitano's 2015 survey of American adults found no reported differences in public meeting attendance based on race. Hoang's (2021) analysis of American National Election Studies data found an overlay between race, ethnicity, and socioeconomic status: among low-income individuals, Latinos and Asians were less likely to participate in public meetings relative to Whites. Although Maciag's (2014) results showed that higher-income residents were more active in local government, DeSantis and Hill (2004) found that income level was not significantly associated with participation in town meetings.

In the context of women's disproportionate role in child care (Pakaluk and Price 2020), it is important to explore potential gender disparities in meeting attendance. Rolheiser and Saiz (2020) found that town meeting participants were no different than the overall local population in terms of gender. DeSantis and Hill (2004) also found that gender was not significantly associated with town meeting participation. However, Einstein et al.'s 2019 study of planning and zoning board meetings did find that participants were disproportionately male.

One place where women are more likely than men to be represented is on local school boards. A nationwide survey of school boards found that in 2018 women made up 52 percent of board members (NSBA 2018). However, this survey also revealed that school board members had a median age of 59 years, 40 percent were retired, and only 32 percent currently had a child in school. Forty-six percent of members held a master's degree or higher, and 62 percent had annual household incomes of \$100,000 or more. These results suggest that many female school board members have older children and likely greater financial resources to enable their participation.

Based on the research reviewed earlier, the common finding that town or public meeting attendees tend to be older than the general population strongly supports the idea that childcare responsibilities may deter younger adults from attending. Bryan (2003) studied 1,435 Vermont town meetings in the years 1970–1998 and discussed

women's participation in relation to caregiving responsibilities. Bryan found that women's participation declined in towns that shifted their meetings from daytime to the evening. He thought this was likely due to women in male-female married partnerships being the designated care provider for school-aged children in the evenings. Some towns in Bryan's sample began offering child care at town meetings in the 1980s, with more doing so in the 1990s. His analysis found that towns offering child care had a larger percentage of women in attendance, regardless of whether the meeting was held in the daytime or in the evening (Bryan 2003).

Maciag (2014) and Rolheiser and Saiz (2020) mention childcare responsibilities as presenting a barrier to public meeting attendance for some individuals. DeSantis and Hill (2004) found that having school-aged children was not significantly associated with participating in town meetings, though they did not analyze the impact of having younger children (babies and preschoolers) on attendance. Condon (2023) quotes the executive director of the Connecticut Conference of Municipalities, Joe DeLong, as noting that childcare obligations may negatively impact attendance. According to DeLong, "people weren't driving their kids three states away for AAU basketball tournaments" when the town meeting was first created (Condon 2023).

In an attempt to improve attendance, some towns do offer child care at town meetings. As described earlier, Bryan (2003) found a trend towards increased childcare provision at Vermont town meetings starting in the 1980s. Condon (2023) notes that some Connecticut towns have tried this method, but the article does not describe the impact of childcare provision on caregivers' meeting attendance. A loosely structured search finds some evidence of childcare provision in towns in other New England states, as well.¹ Further research is needed to better understand the extent to which child care is provided across town meeting governments.

Logically, offering child care should improve the participation rates of caregivers, and Bryan's (2003) findings support this idea. Shifting to the use of an Australian ballot may also improve caregiver participation. This voting method has been shown to improve participation in local decision-making (CRV 2021). Enhanced participation likely extends to caregivers of young children, though more research is needed to better understand exactly who are more likely to vote when an Australian ballot is used. However, Australian ballot voting precludes the debate and discussion that occurs in the lead-up to

decision-making when residents share in the process at a town meeting. For towns that prefer the traditional town meeting format, other practices can enhance caregivers' ability to attend these meetings.

BEST PRACTICES FOR INCLUSIVE PUBLIC MEETINGS

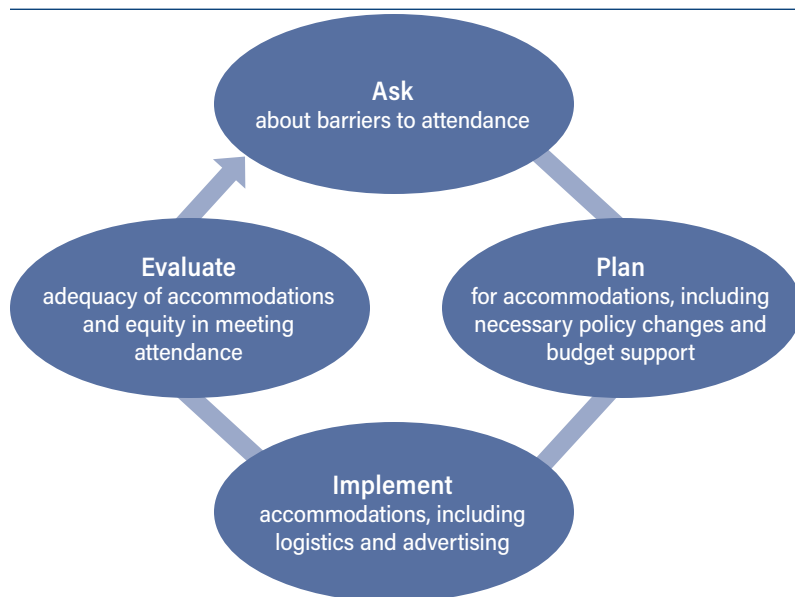
A review of best practices in relation to accessible public meetings and general recommendations for accommodating caregivers of young children at meetings were used to build a model for creating accessible town meetings for caregivers of young children. This model, summarized in Figure 1, was built with caregivers at the forefront, but will also improve meeting accessibility for all residents.

A starting point to determine citizens' barriers to participation in the meeting (Volz 2022) is to **ask** them about challenges to attendance. In addition to childcare concerns, residents may have concerns about typical meeting time, location, facility, or may feel ill-equipped to participate for any reason (e.g., lack of knowledge about meeting procedures or being new to town). A survey could gather necessary information on the types of challenges that prevent residents from attending town meetings and how the community would prefer the town to address those challenges. For example, if a lack of child care is preventing caregivers from attending, the community may prefer that the town provide free child care at the meetings, offer childcare grants, or offer hybrid meetings.

Once local officials are aware of common challenges and residents' preferences for optimal ways to address those challenges, they can **plan** accommodations to provide residents with equal opportunity to attend and participate in town meetings. These changes may involve advocating for changes to state or local policy, for example, to allow for town meetings to be held in hybrid format and to add a line item to the town budget for public meeting accommodations costs. Each of these possibilities is discussed later in this article.

A hybrid meeting offers both in-person and remote attendance options. Hybrid or completely virtual public meeting formats may increase participation (Cummings 2023; Dean 2021). In fact, the Massachusetts State Legislature is currently considering An Act to Modernize Participation in Public Meetings, which would require all public meetings to be held in hybrid format so that stakeholders could either attend in person or remotely (Cummings 2023). This act is geared towards reducing challenges

FIGURE 1: A Model for Creating Accessible Public Meetings



to attendance for all residents, including those with work or family obligations. However, some states, like Maine, have statutes in place that limit the ability of a town to hold remote meetings (1 MRS § 403-B). Such policies would need to be changed to allow remote attendance.

Inclusive meeting planning requires budgeting for funds to pay for accommodations (University of Maine CCIDS 2020). Upon determining the needed accommodations, towns can create a meeting accommodations line item in the annual budget to cover estimated costs associated with childcare, technology to support hybrid meetings, or other alternatives to improve equitable access to meetings. Childcare may be provided for free at the meeting, as adopted in some towns and cities with a goal of improving caregiver attendance (Pudney 2019; Smith 2024). Another model would provide childcare grants to enable caregivers to pay someone to care for their children. This model has been adopted at some conferences to support caregivers' attendance (Mason 2023; NCPH 2019) and may be feasible in the context of small-town meetings. Another accommodation for caregivers entails ensuring that facilities at which meetings are offered are equipped with space to accommodate parents who are nursing babies or who may need to take a break to pump breast milk while in attendance.

To **implement** such plans successfully, municipal leaders must determine how long it will take to find the planned accommodations and book them accordingly.

They must then advertise the accommodations to residents and provide an opportunity for prospective attendees to ask questions about the accommodations before the meeting. For example, when offering free childcare at town meetings for the first time, local officials will need to engage high-quality care providers well ahead of the meeting date. To ensure an adequate caregiver-to-child ratio, this process may include advertising the service and asking residents to register with the number and ages of children they will be bringing. Towns should advertise this accommodation well ahead of time, work to make this process as simple as possible (Volz 2022), and use respectful language when requesting that participants register (University of Maine CCIDS 2020). When advertising the meeting, local officials should provide contact information for residents with questions about available accommodations.²

Local officials should then gather information to **evaluate** the extent to which accommodations have created an equitable opportunity for residents to attend (Volz 2022). At the event, attendees may be given an exit survey asking about accommodations and for recommendations for improvement. The survey may also gather demographic information, which could be compared to community demographics to understand whether attendees were representative of the larger community. If needed, efforts to reach underrepresented groups could explore additional accommodations to improve accessibility for equitable engagement.

Continued efforts to periodically survey residents to **ask** about accommodation needs, in recognition of changing demographics and shifting external factors, will inform ongoing efforts to **plan, implement, and evaluate** meeting accessibility. In this way, the model will work to foster equitable access to public meetings over time.

CONCLUSION

Although town meetings have been characterized as an ideal form of democracy, they present many challenges to attendance for caregivers of young children. Although some towns have begun providing childcare at meetings, we need further research to understand how common this

policy is, how the choice is made to offer childcare, and what its effect is on caregivers' meeting attendance. Future research should also investigate the most promising accessibility supports for improving town meeting attendance among caregivers for young children—and among other residents—to ensure that any decisions are representative of the local population. An important component of this research should involve exploring strategies to enable small local governments with limited resources to implement best practices for improved accessibility.

This article draws from best practices in designing accessible meetings, particularly for caregivers of young children, to present a model for municipal leaders to use when considering how best to accommodate caregivers. The model can also inform the adoption of appropriate accommodations more generally. Use of this model can improve the ability of local officials to uphold the vision of town meeting government, which is to ensure a deliberative democracy where all voters are able to come together to discuss, debate, and decide on local issues.

NOTES

- 1 For example, the town of West Tisbury, Massachusetts, on Martha's Vineyard (*Martha's Vineyard Times* 2019) and Bradford, New Hampshire: <https://www.facebook.com/events/424716496698220?ref=newsfeed>.
- 2 Cornell University. "Accessible Meeting and Event Checklist." <https://accessibility.cornell.edu/event-planning/accessible-meeting-and-event-checklist/>.

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