

TOWN MEETING NEW JERSEY



THE NEW JERSEY STORY

JUNE 1977

SET UP		SUPPORT		CIRCUITS		LOGISTICS	
STATE SELECTION	Geo-social Climate	DEVELOP- MENT SCHEMES	Troop Rationale	IMAGINAL SHIFT	Time Frame	PRACTICAL ENABLE- MENT	Publications Access
	Self Image		Initial Research		Marketing Skills		Legal Requirements
	Historical Myth		Funding Strategy		Host Groups		Week II Designs
	Area Strategy		Budget Creation		Coordinator Roles		Office Procedures
LAUNCHING PLANS	Geographic Designs	IN-KIND	Printing Materials	PRACTICAL DESIGNS	Weekly Evaluation	TROOP ASSIGN- MENTS	Circuit Coordinators
	Facility Preparation		Complimentary Lodging		Daily Debriefing		Town Meeting Day
	Forces Assignments		Food Supplies		Tracking Chart		Special Forces
	Kick Off		Office Supplies		Record Keeping		Local Forces
PHASING DESIGNS	Community Selection	AUTHORIZA- TION ENDORSE- MENT	National Scope	COORDINAT- OR PROWESS	Task Identification	TRAINING CONSTRUCTS	Monday Collegiums
	Local Preparation		State Economic		Style Requirement		Orchestrator Finese
	Local Event		State Political		Language Usage		Circuit Briefings
	State Assembly		State Cultural		Strategic Action		Circuit Partners
ADVOCACY PROCURE- MENT	Steering Committee	PUBLIC RELATIONS	Radio Spots	CIRCUIT AIDS	Promotional Materials	ASSEMBLY PREPARAT- ION	Overall Function
	Advisory Council		Television Coverage		Visit Guides		Workshop Designs
	Track Record		Newspaper Articles		Materials Box		Facility
	Catalytic Advocates		Community Officials		Regular Meetings		Recruitment

INTRODUCTION

After three years of Town Meetings, 1,200 communities had experienced awakening events. At this rate, it would take over 10,000 years for a new self-consciousness to come to the millions of communities in the globe. Two events have demonstrated the possibility of responding rapidly to the massive need of the globe: 1) The courage of our colleagues in India in initiating replication in the Maharashtra State, and 2) The demonstration of a state-wide Town Meeting Campaign in Oklahoma. There is much to be learned about catalyzing the mass awakening that is called for, just as in a nuclear reaction, a critical mass has to be attained to allow propagation of the reaction. Some values of a massive happening are that local people are drawn out beyond their communities to participate in something broader and there acquire a practical vision of their power to influence history. This cooperation of people on a broader and more comprehensive scale deals with the contradiction in history at this time. Whether it be in population control, food programs, or control of environmental pollutants; meeting the challenges of our time requires cooperation of many people. We believe the possibility of this is demonstrated by mass awakening at a state-wide level.

The New Jersey campaign arose in response to the need to demonstrate that it is possible to awaken a large geographical area with a small number of people. The 'state' is the smallest geographical unit that appears to be significant, or that deals with critical issues. Oklahoma 100 indicated the possibility of broad geographical coverage. Because it occurred within a short length of time, it indicated the advantages of a momentum-building campaign for mass awakening. The New Jersey campaign became a demonstration of impact on an urban state of 7½ million people. The victory achieved has become the impetus for further victories in the task of mass awakening in the New York Area.

This document presents the structure of the campaign with a focus on the practical tasks required to win in New Jersey. While we have attempted to describe the elements of the New Jersey campaign as objectively as possible, two cautions are needed in interpreting the document. First, it represents the end result of a dynamic process in which tactics shifted to fit the needs of the campaign. Second, adaptations might be needed for other locations, and continuous adaptation is a necessary part of a campaign. The body of the document has four sections. Set-up and support deal with tasks in terms of time-frame and resources. Circuits and Logistics deal with the types of forces required for the campaign.

THE SET-UP

The set-up for Town Meeting: New Jersey began with the weighing of trends and priorities in Area New York in order to make an adequate selection of the sites for intensified awakening campaigns; discerning the present and potential advocacy of the Movement in those sites; phasing the thirteen weeks of the quarter, and launching basic logistics to allow troops to operate and a communications center to open. Following Oklahoma 100, which revealed new possibilities and practical know-how about mass awakening on a state-wide scale, the set-up phase was limited to two weeks, and special forces were assigned to New Jersey to implement the necessary action.

STATE SELECTION

At the March, 1977, Area Meeting in New York, various states were considered as sites for a Spring quarter state-wide mass awakening campaign. The factors which contributed to the selection of New Jersey were:

- 1) the number of trained, local colleagues actively supporting Town Meeting
- 2) the size and diversity of the state,
- 3) the Town Meeting track record out of the past two years,
- 4) the grant of \$17,400 from the Geraldine R. Dodge Foundation for 58 Town Meetings, \$300 per Town Meeting. A 12*

Preparing for mass awakening in New Jersey included analyzing its geo-social climate, identifying its own self-image, and re-creating the myth of its great historical heritage..

The geo-social climate had been discerned by the Newark House through library research, presentations from local citizens, and workshops as a part of preparing to do the original 58 Town Meetings stipulated in the Dodge Foundation Grant. Several articles published in the NEW JERSEY MONTHLY magazine revealed the split that exists between north New Jersey and south New Jersey and the loss of identity as a state that that kind of rift creates. The gubernatorial primaries that were going on during the campaign provided much public response to the concerns and issues of the state.

A New Jersey Chamber of Commerce film, "WHERE IDEAS GROW", provided insights into the great technological contributions the state has made to the 20th Century. Map posters titled the same were inked and presented to each community on the day of their Town Meeting.

In the midst of the deep-seated fears and trepidations of the Area in the face of "doing" New Jersey, the Area Prior packed up his typewriter and moved to Newark for the Quarter, initiating (in fact) the campaign set-up.

It was necessary, early in the campaign, to establish authenticity throughout the entire state as quickly as possible. The Movement's track record was analyzed in order to discern where advocacy was already present and where potential "clout" lay. A steering committee, consisting basically of Guardians

* The marginal notations refer to materials found in the APPENDIX of this document.

and metro colleagues acted as a working group, and an Advisory Council was established, which though chaired by a Guardian, included people whose names would serve as authorization and open the doors to further advocacy. The symbol of having "won" in authenticating the program was the receiving of a highly supportive open letter to the citizens of New Jersey from the Honorable William Hamilton, Speaker of the New Jersey State Assembly, heartily endorsing the Town Meeting and introducing the Town Meeting volunteers. A7 A13

ADVOCACY

The working state-wide steering committee oversaw financing of the campaign, managed the celebrations and arranged accommodations for the orchestrators. They met twice as a group and handled most of the work in smaller task forces. The committee did not have representation from all parts of the state and the names were not as publicized as the advisory council; however, a number of them did receive telephone calls regarding the validity of the campaign. It is recommended that each member of the steering committee circuit at least once, that representation be broad relative to the economic, political, cultural and geography and that their functions and structures of participation be clarified from the onset of the Campaign.

The Advisory Council was formed of 20 Town Meeting grade who would lend their names and speak in favor of the campaign. An emphasis was placed on geographical and occupational diversity. They were adept in answering phone inquiries and were kept updated with all mailings. A higher value should be placed on using known people or known occupations. The term "council" is more helpful than "board" which connotes a legal entity. A8-A10

Prior to the state campaign, 15 Town Meetings had been held, and two which had been set up earlier, were held during the campaign. These communities were listed in the state brochure and established Town Meeting : New Jersey as a continuation of an already existing program. A list of previous contributors was also compiled in hand-out form. Town Meetings were easiest to set up near places where other Town Meetings had been held and many people from those Town Meetings participated in the State Campaign. C23

The Dodge Foundation Grant and the letter of introduction from William Hamilton, speaker of the New Jersey Assembly were the result of previous Town Meetings and provided key advocacy throughout the campaign

One unsuspecting member of the advisory council, a recent town meeting grad, was having coffee in her office one Friday, to be interrupted by a phone call from the State Attorney General's office which began with the question: "What is your fee for serving on the Advisory Council to Town Meeting New Jersey?" After her immediate response of "Not a penny, and neither do any of the others who are putting in much more time and energy than I..." She was asked about HDP consultant fees, Town Meeting costs, and the Order in rapid fire progression. This was one case where an unflinching conviction of the value of the work of the Institute settled more doubts than could any facts provided.

In order to insure momentum building in the campaign, a 13-week phasing design was created and displayed as a major decor piece of the campaign. This design, which was divided into four time blocks, allowed a self-conscious rehearsal of the turning points, motivating the forces to engage in the next phase.

THE PHASING OF TOWN MEETING: NEW JERSEY												
MASS COVERAGE		FINAL SELECTION		COMMUNITY PREPARATION				THE EVENT			A S S E M B	R E V I E W
1	2	3	4	5	6	7	8	9	10	11	12	13

PHASING
DESIGN

The selection phase was two initial weeks of mass coverage when 284 communities were visited, followed by 2 weeks of final confirmation when the mayor/town official was asked for a tentative date and contact person (s). Each of eight circuits concluded this state with 20 selected communities to be included in their circuit design. Experience proved that going straight to the mayor rather than the borough clerk ensured a greater success. A preliminary mailing to all mayors introducing the program might enable a much shorter selection phase. A3

By the end of the first four weeks of the campaign, each 'yes' community was to have a tentative date and one person assigned to work on the Town Meeting. During the four weeks of the preparation the circuiter took on the role of coordinator, checking in weekly with each host group and contacting radio stations and newspapers. A visit guidebook was created to be filled out for each community as a weekly checklist and planning aide. Sector tracking charts were kept and corrections were reported to logistics nightly. Where the 'yes' and contact person(s) were there, this approach built momentum. Recommendations include earlier preparation of the guide books and reconsideration of the checklist so that community commitment is sealed early with the allocation of tasks. C9

The initiating design for the campaign projected 40 town meetings per weekend over a period of three weekends in June, with 30 town meetings in each of 4 sectors. There was an Areal decision from the beginning to provide and prepare orchestration staff for June. Town Meetings held over the three weekends increased from 14 to 28 to 54, including a sprinkling of special audience Town Meetings. Evaluation of the results of this extended time frame indicated that:

- 1) While flexibility of date is a good value, too many options leads to too much date-changing.
- 2) The momentum of our public story was undercut by having only 14 Town Meetings on the opening weekend.

From the beginning, the Assembly was a key image of the campaign as a statewide event. A front team in the set-up phase secured the consent of the mayor of Trenton through a proclamation of invitation and a definite site. An Assembly brochure was then designed and distributed to host groups so that Assembly publicity was broadbased and specific from the beginning. Special forces arriving for the last two weeks of the Campaign performed the tasks of final preparation designs and actuation plans, while circuiters worked on attendance, resulting in representation from 57 out of 110 communities.

A4
A5
46

Saturday night celebrations were pivotal corporate events and grew in size and importance throughout the campaign. On the big Town Meeting weekend, nearly everyone in the Area was in New Jersey. Teams returned from orchestrating to a formal Area celebration set up in a huge mansion. Dancing cards brought those who had worked with each other before together in the Ballroom. Reunited couples strolled the grounds. Feasting on ham and turkey and chicken and homemade pie never stopped. Awards were made to the lonely hearts bride, the longest separated and the the father of the year. On being congratulated about the celebration, one of the Guardians who had enabled it swelled her chest and crowed, "We New Jersey girls do it every time."

The arrival of troops from across the Area assigned for the quarter to New Jersey signaled the launching of the Campaign.

Early in the planning stage, the state of New Jersey was divided into four geographic sectors. Each sector in turn was subdivided into two circuits, making a total of 8 geographical configurations. Griding of the sectors and circuits was based primarily on population, size, and county boundaries. There were some minor changes in the sector lines as sector work revealed where that would be helpful to do.

The Newark House was transformed into a state headquarters. All incoming calls were answered with "TOWN MEETING: NEW JERSEY". Rooms were made into dorms to accomodate extra troops; storage areas for food and materials were created. The overall space was inadequate for a statewide campaign, and having only two telephone lines soon became a contradiction. It is critical to secure a facility that provides both the public image and the necessary equipment and space of a statewide communications center.

Each of the eight circuit teams was headed by a full-time ICA staff member. The Richmond, Baltimore New York, Brooklyn and Philadelphia offices furnished additional full-time circuiters on a daily or weekly basis. Three full time people staffed the

Logistics team at the communications center. Circuiters should be scheduled before the campaign begins as well as development, indind, and promotion forces .

A Monday morning meeting of all circuiters and logistics troops launched the campaign. It was held in the Newark State Office, and consisted of a spin on functional eptitude versus mass awakenment and singing of the New Jersey Songs, which was in turn was sung by many communities later in the campaign. The decision was made at that point to schedule 15 Town Meetings for each circuit, or a total of 120. Tuesday morning all circuiters were in their geography, averaging nine calls a day. Starting to make calls as soon as possible was key to completing the initial mass coverage phase. A formal kick-off meal and gestive occasion is suggested.

A1 A2

A number is born. The Thursday night of the first week we were sitting around the dinner table when one of the circuiters asked, "How many Town Meetings are we doing, anyway?" "58" That was the number in the Dodge grant. But we had already contacted 160 towns in just three days on the road, and the number was on the board right up front. Well then, "if each sector does 40 towns, that's 20 per circuit and 180 in all." "No." Circuiters saying no. "All right, if each circuiter does only 15 towns apiece, that's 30 per sector and 180 in all." Maybe at that point the circuiters first experienced growing pains.

SUPPORT

Support refers to the foundational activity in the campaign in terms of development, in-kind, authorization and endorsement, and public relations, which consistently connects and releases economic, political and cultural networks to participate at various levels in the Town Meeting set-up and promotion. This was done to finance the campaign, expand our resource potential, make Town Meeting known through the media, and release communities to participate in the Town Meeting event. Actualization of support occurred on a state-wide level by the logistics team through securing letters of endorsement and authorization, and by circuiters at the sector level through visits to local radio stations and newspapers to provide spots and news releases.

In order to raise the necessary funds to cover campaign expenses, the development effort included the work of continental, areal, and local forces who created the budget, designed a funding strategy, researched available resources, and set and kept appointments with corporations and companies. The development effort was initiated by a \$17,400 grant from the Geraldine R. Dodge Foundation. The strategy for fund raising during the campaign was built by logistics personnel and the coordinators, together with New Jersey Guardians, the State Steering Committee, and two Development Centrum personnel for each of four weeks. It was not until the Centrum teams arrived that Development really received its deserved beat. In order for the development campaign to be initiated earlier, it is recommended that a long-term development staff be assigned to do the strategizing with local forces, to provide illustrative materials, create clear proposals for use in communities and corporations, and that they delineate these tasks carefully from those of the logistics task force and the coordinators. A 12

DEVELOPMENT SCHEMES

The State Steering Committee and others prepared the following research relative to funding sources in New Jersey:

1. a list of the top 100 New Jersey companies.
2. a list of the 15 largest companies, by county, not including those on the top 100 list.
3. lists of long-standing development contacts.
4. lists of recommended contacts from Town Meeting grads.

It is suggested that a flexible one page proposal be written that could be altered to fit corporations or communities; that research be done earlier; that the research not be piecemeal, but be done by full-time development special forces.

The two-pronged strategy was to develop \$300 per host community, \$500 across the State per Town Meeting, and \$500 from the county economic community per Town Meeting, or a total of \$1,300 developed for each Town Meeting during the Campaign. (See Appendix). The first strategy was accomplished in large by the coordinators working with key contacts in the communities, asking for their assistance in referrals, making appointments with them, or raising monies through the local Town Meetings. Community contacts need to be nurtured, and B1

would have been a much greater source of funding assistance with an earlier context, and clearer budget materials. The second tactic, that of support from the business community, was pursued as follows: B1a

1. a strategy to identify the 15 top companies in each county.
2. visiting the top U. S. Corporations headquartered in New Jersey.
3. mailing introductory letters to the top 100 companies in New Jersey and scheduling follow-up visits. B2
4. checking back with previous contributors to New Jersey Town Meetings.

DEVELOPMENT SCHEMES

The Town Meeting: New Jersey office kept an up-to-date wall record of these contacts, using "in hand", "committed" and "working" categories. The funds that were received were most often through discretionary funds, therefore, keeping our sights low enabled these donations. Use of Host Groups to contact the smaller businesses was an effective tactic and a profitable use of time.

The program budget is shown in the Appendix; the budget was created on a realistic estimate of cash value, not on \$1,200 per town meeting. A realistic projection was made of office supplies, equipment rental, postage, phones and support facilities and ICA consultant fees (\$12,000). Anticipated income included inkind services, community program fees, assembly registrations and corporation and foundation funds. B4-B6

All development teams, including the most undaunted, reported on the deep-seated disbelief and cynicism of corporation officials in regard to the effectiveness or long range value of any such community programs. While direct financial benefits to the company could not be assured, public image within the communities where they were located was a real pressure point. A particularly effective follow-up call occurred with the preparation of an up-dated contributor's list printed weekly in June for the Town Meeting documents--"Are we to include your name?" brought immediate responses. B3

In order to involve as many of the available networks as possible for contributions of goods and services, an inkind task force was made responsible for the securing of complimentary lodging, meals, office supplies and equipment, and paper and printing services.

INKIND

Inkind supported the New Jersey Campaign with the securing of 150,000 sheets of 8½ x 11 paper, 6,000 envelopes, 9,000 posters and bumper stickers, artist's work, printing of brochures and addressograph-multigraph printing of assembly brochure. This was accomplished by sending letters, drop-in visits, separating the inkind of materials from inkind production, and visiting manufacturers for special products such as pressure sensitive paper for bumper stickers and 4 ply poster board. B8
B9

Lodging secured for the New Jersey Campaign for area personnel included metro colleagues' homes, motels and hotels for circuiters for five-week and one-week periods, plus church accommodations. Hotel space was obtained by visiting managers of motels experiencing low occupancy rates. Hotel space should be secured prior to the Campaign to provide adjoining lodging for circuiters in the same sector.

INKIND

Office supplies were secured including scotch and masking tapes, file folders, white out, mimeograph printing supplies and machine maintenance. A consistent follow-up plan was found helpful.

Food was secured through weekly runs to wholesale and retail sources and houses and colleagues bringing items during Wk. 11. The MacDonald's Regional Office's endorsement of Town Meeting: New Jersey **B7** provided meals for both volunteers and Town Meetings. Food inkinding should begin prior to the Campaign, including an expanded number of food chains, i.e. Bonanza, Gino's, etc. and wineries (for celebrations).

Inkind began as an awesome list of immediate necessities which, by the end of the first 4 weeks had shifted to the miraculous. Of course, businesses could provide office supplies, printing materials and services for this kind of state-wide event!

Lodging continued to be highly varied: from the Hilton to church basements. Several peripheral colleagues willing to share lodging found themselves with new enthusiasm for Town Meeting and HDP participation. Some housed up to 10 orchestrators and many saw their phone bills skyrocket.

The battery of authorization and endorsement materials used during the campaign included appropriate items from across the nation as well as support materials from the economic, political and cultural sectors at the state levels.

Two lists were compiled: a one-page representative list of national endorsements and a one-page list of national contributors. These **B10** helped establish credibility for the program at both state and local **B11** levels, and aided in development. Very few people question the national track record; similar lists need to be included in all marketing materials.

AUTHORIZATION AND ENDORSEMENT

Letters of endorsement were obtained from the Speaker of the State **A13** Assembly and the State League of Municipalities; open letters to mayors were written by Mayor Gille of Montclair and Mayor Hakel of Union City, Pennsylvania; proclamations were issued by the State **B14-B18** Assembly and the Mayor of Trenton; a news release was issued by **A4** Rep. Hollenbeck.

Endorsement letters were written by the New Jersey Business & Industry **B13** Association and by MacDonalds. The State Chamber of Commerce donated **B7** visual aids on the State and gave us the names of executives from New Jersey companies with corporate headquarters located outside the State.

The approach to individual communities was through the political sector, therefore, local economic authorization (Chambers of Commerce, etc.) was not viewed as pivotal. It is recommended in the future that, for circuit support, more time should be spent in obtaining endorsement and/or goods and services through the State Chamber of Commerce and from various merchants' associations.

AUTHORIZATION
AND
ENDORSEMENT

An endorsement letter was obtained from the State Council of Churches. ^{B14} Other cultural networks were hard to pinpoint. It was difficult to figure which networks would carry much influence with local communities. In lieu of these networks, the circuiters worked with individuals important in their respective communities. In the future, one network to obtain assistance from is the state-wide press association for help with press releases and press relations.

An unexpected authorization gift came from Congressman Harold ^{B17} Hollenbeck who received a mailing on Town Meeting: New Jersey and on his own decided the Campaign should win in his district. He wrote an unsolicited news release praising Town Meeting: New Jersey, assigned one of his staff to be in constant touch with us, and sent representatives to all of his related Town Meetings.

Strategic approach to the media and community officials is necessary ^{B22} in a state-wide campaign. Regular news releases were sent to both ^{B27} weekly and daily newspapers in the State, as well as to the major ^{B28} television stations. Radio stations received tapes of the Town Meeting ^{B1} spots created for Oklahoma, plus a series of suggested tags. Public officials received regular mailings of program explanation and authorization materials (both State and National) to gain their support and to keep them imaginably informed of the state-wide focus of the program.

PUBLIC
RELATIONS

Radio coverage was solicited by personal visits to local stations. Two circuiters appeared on radio interviews and on two talk shows after Town Meetings with circuiters and local participants. The resulting radio coverage was most effective where circuiters formed a personal relationship at the radio station and provided the specific announcement ready to be aired. Overall coverage was light, and public service announcement obligations were not honored by all stations. More use should be made of special appearances on talk shows.

Since New Jersey has no state-wide commercial TV stations, little was done with TV. Cable TV showed interest in Town Meeting--one made a documentary tape, others covered the day or ran shots of host groups for publicity. Getting Town Meeting publicized by a major figure in TV is recommended.

A major newspaper campaign was successful in promoting local Town Meetings. All daily and weekly newspapers in New Jersey (excluding papers of special groups) received three mailings. An initial press release packet included a background information sheet, a description ^{B20} of the ICA and Town Meeting Program, a copy of the New York DAILY ^{B21} NEWS article, and a listing of the Steering Committee and Advisory ^{B24}

PUBLIC
RELATIONS

Council. Two updates with authorization materials followed. A final mailing announced the Assembly to those papers which had carried earlier articles. The office handled phone calls from newspapers. In the sectors, circuiters were provided with a sample press release in which they filled in specific information and submitted to local newspapers. Good publicity resulted from circuiters who arranged with local host groups to have pictures taken when the mayor's proclamation was obtained. Some circuiters wrote lively articles themselves which were printed. A newsclipping service was contracted and a scrapbook filled with clippings. Sample articles were reprinted and distributed. Over 100 newspapers carried articles on Town Meeting: New Jersey, including the New Jersey edition of the New York Times, and Daily News. Some of these were very good and generated local support while others were dry. One newspaper attacked the ICA and described the program in a misrepresentative way. We recommend that one person be assigned to coordinate the whole promotional campaign, including establishing credibility with an initial press conference, and seeking support from the State Press Association. It is critical that we authenticate our public story of our history early in the campaign. B 29

Initial calls in communities were always paid to the mayor or other officials. Three mailings went to all the mayors in the state; the first containing information on the program, the second being a letter clarifying that mayors and municipalities were not asked to do the program, only to give recommendations for host people and a proclamation for the day, and the third being a helpful letter from a New Jersey mayor recommending Town Meeting. Circuiters reported that mayors remembered the mailings and that they facilitated relations with them. The overall record shows that the Town Meetings which did best had strong support from the mayor. Therefore, mayors should be visited and updated regularly. The mailings should be arranged to proceed this visit. Updating information should be delivered afterwards. B 23
B 24
B 26

By the close of the set-up phase, newspaper offices began to call for more specific details on Town Meetings in their coverage area. Only signalling the beginning of a relationship, calls ranged from enthusiastic interest to sharp inquiries of the Institute, finances, ad infinitum. Every day was "meet the press" day. As many as three reporters from the same newspaper would call for information--ignorant of the fact that their colleagues were also doing articles.

CIRCUITS

The intent of the circuits was to allow a minimum number of people to set up a maximum number of Town Meetings across the state in a very short period of time. These limitations were imposed to demonstrate the possibility of mass awakening in acceleration.

Because a long history of doing Town Meetings one by one with local steering committees had ingrained in us presuppositions and modes of operating which were too slow for mass awakening, circuiters had to root out these old images and retrain themselves.

IMAGINAL SHIFTS

Individuals in communities as opposed to groups were approached and presented with the concept of a short-range, low risk event that their community had been selected to participate in. Prior contact through the media and mailings, were found to facilitate this first contact. The time frame, which allowed only four weeks for community preparation before the first Town Meeting, built in radical shifts in the style of circuiting. The most successful Town Meetings were often the result of a host group's work; however, many were 'gunned' by one or two people who, in some cases, never even met. A typical host group meeting was 30 minutes to one hour, and was spent allotting tasks. Most often the Mayor was asked to call the group together, or give the Coordinator a list of names he could call using the mayor as the reference. The role of the 'consultant' of last year's town meetings shifted to that of the 'coordinator' during this campaign as he picked up many of the broad-based tasks that the short-term host group was not able or contexted to do. In some instances this meant food, facility, printing, public relations, or whatever was necessary.

One Saturday in April, the last circuit team to arrive back brought the confirmation of the 120th date set. A grand march around the garden with sector symbol banners and singing opened a cabaret celebration where skits exhibiting the wildness of sector style and prowess, led to great hilarity and dancing. We had done it and there was no turning back.

The sheer magnitude of the task for circuiters required practical designs to enable effective action. Most difficult was keeping on top of the situations and strategies in fifteen different towns while keeping straight the intent and results of many appointments, visits, and telephone calls daily.

PRACTICAL DESIGNS

Most helpful were the weekly evaluations held on Sunday morning with the gathered body, which clarified the current status of Town Meetings and provided for corporate strategizing time. C2-C7 Some sectors found that it was helpful to meet mid-week for the same purpose. Particular daily debriefing was held over

PRACTICAL
DESIGNS

the phone each day by Logistics to receive progress reports, share stories, and hold accountability. Logistics needed to know at all times where the teams would be the next day, for communications purposes. A consistent Logistics person served as the 'debriefing captain' for the sector; therefore, he became familiar with the situation and was able to strategize on the phone daily with the coordinator. The data from these conversations was posted on sector-tracking wall charts which C6 indicated the exact situation in each sector with each Town Meeting. Update of these charts was overwhelming towards the wind up of the campaign, and a simpler charting method needs to be devised. Finally, the circuits kept detailed journals of names, addresses, etc. for future reference. It is recommended that the tracking chart have a space for keeping tally on how many people locally are picking up specific assignments in preparation for their Town Meeting.

The tension between the functions of logistics and the function of circuits was sometimes revealed in unusual ways. Logistics became known as "Mother Logistics" because of its prevalent concern that circuiters take care of themselves. Because of the objectivity demanded during the debriefing sessions, they became known as the 'inquisitors'. After weeks of nightly phone call reports in accountability style, not only were 'hounded' circuiters hostile and secretive, but logistics hated the assignment as well. With the shift to a 'logistics captain' for each of the four sectors, phone sessions became strategy sessions.

The skill of a coordinator lay in actually getting people to hold a Town Meeting, and circumventing the many blocks which were presented locally. This required great simplicity in presentation of tasks, carefulness in style and language, and creative strategic actions devised on the spot under pressure. C8

To achieve and maximize these skills, a consistent team, working in a delimited geographic area for the entire set-up and preparation period needs to be assigned each sector.

COORDINATOR
PROWESS

The style of this team was a low-key beckoning one, manifesting flexibility, negotiability, attentiveness to the actual situation and actual contradictions; realizing that there were no socio-logical blocks in the communities, and that in fact we were in the most part our only blocks. The style of the Town Meeting New Jersey volunteer both intrigued community contacts, and facilitated the shift from the 'professional' consultant role worn the previous year by the circuiters. Candor and forthrightness undergirded the style of the coordinators; that was evidenced in the fact that the authenticity of the coordinators themselves was never challenged. Discovering, after the fact, that language was frequently a block in communicating the Town Meeting event, circuiters reworked their pitch (Appendix # C1), using singular direct language. To enable this, they wrote down the most common reasons communities gave for hesitating or not participating in the Town Meeting, then documenting what the circuiter had said to provoke that non-participation. This will be part of the circuiter's training in the future.

The experience of being "higher than a kite and then being knocked out" by sudden turn-about in communities taught coordinators to anticipate blocks and prepare a passage through (the ace up the sleeve) before the meeting. In one community, wary scrutiny suggested that the mayor's disinterest would be a block and the coordinator told the group that "he would rather be absent so it could be a non-political citizen event." But the group demanded that the mayor be produced at the next meeting. The coordinators went out and in-kind food, got flyers printed, then, 10 minutes before the meeting, created a mayor's proclamation with the mayor's secretary which they presented as proof of his support. The town went on to have a Town Meeting.

Circuiting was made more effective by the numerous printed materials designed and created for this campaign. Letterhead stationery, brochures, bumper stickers and posters were physical evidence which made the state-wide nature of the campaign believable to the circuiters and community people.

Each community was given about 80 posters to display throughout their community, as well as a supply of bumper stickers. There is some questions as to the usefulness of bumper stickers. Bill-Boards were not used and need to be experimented with. C21
C22
C23

**CIRCUIT
AIDS**

The Visit Guide (Appendix # C9) was the most enabling aid in assisting the Coordinator directly in his weekly planning. A revised edition is being prepared which includes an imaginal timeline for each week's key events to be filled in by the Coordinator. A portable materials box was designed by Logistics for each sector team, which included all files, materials, etc. needed on the 'road'.

Campaign firsts were always remarkable and mindboggling. The first campaign mailing was an amazing 900 piece one rushed at midnight to the post office. Favorably received by the mayors, Logistics volunteers groaned and laughed simultaneously at the implications.

LOGISTICS

In order to provide consistency in practices, personnel training, coordination and preparation for the statewide assembly, a full-time logistics team was established and functioned out of the Newark ICA office. It consisted of two Day I Area personnel, three Newark House permeators, local New Jersey grads, and occasional special Area forces. DI

Practices included covering all office procedures, publishing coordinators' materials, establishing bank accounts and post office box, designing Week II formats, maintaining public relations, and registering the ICA with the state.

Logistics produced two types of materials for circuiters: previously produced materials and new materials asked for in weekly debriefings.

Printing was done in the logistics office, rather than in another facility, and was helpful. It is recommended that large numbers of materials be printed in one session.

PRACTICAL ENABLE- MENT

As a result of consultations with the State Attorney General's office and the Office of Consumer Affairs of the state, the ICA was registered on a non-profit corporation, while Town Meeting: New Jersey was identified as an unincorporated, voluntary association. The ICA was therefore accorded tax-exempt status, while Town Meeting: New Jersey was not. A single checking account was set up in the name of Town Meeting: New Jersey to pay all incurred expenses, including a single \$12,000 consultation fee to the I.C.A. Corporations were given the option of contributing directly to the I.C.A. for use in the Town Meeting campaign (not to be confused with past, present or future contributions to the I.C.A.) for tax purposes or to the non-tax exempt Town Meeting.

Before initiating a state-wide campaign, at least two items in this arena are needed: registration and incorporation should begin long before the campaign is underway, and the Attorney General's office should be consulted on legal implications.

Week II task forces included those for celebration, circuits, and Dia logistics. Logistics called ICA offices for personnel who could be assigned to various task forces. The week II time design allowed the entire area to participate in the campaign. Colleagues from metros in several states were assigned to Day 1 office work.. Calls from local communities were not handled by Logistics, but were referred to circuiters. Calls about funding and authorization were handled by Logistics. There was a message board and daily liason between Logistics and circuiters. Phone books for all communities were kept in the Logistics office and acknowledgement letters were handled by Logistics. These practices established systematic office procedures which enabled local forces to be plugged in locally. We recommend four telephone lines instead of two, use of a credit card by circuiters, and a phone log for all calls.

A newly arrived volunteer demonstrated the power of the phone procedures by regretfully informing a caller that she was not authorized to accept any cancellations of Town Meetings, but must refer them to their local volunteer. The community decided to hold the Town Meeting.

Personnel for the New Jersey campaign consisted of circuit-coordinators who contacted and worked with local community leadership to set up the Town Meetings in addition to orchestrator and support forces to conduct each Town Meeting; special forces from across the New York Area and Chicago Nexus who dealt with development and circuiting during the week, practices on weekends, and set-up and orchestration of the state assembly; and local New Jersey forces who were involved in all of the above roles.

The Logistics forces cared for the practical needs and motivity of the coordinators. Such things as repairing cars, doing laundry where needed, making doctor's appointments, and requiring hard accountability on the status of the Town Meetings cared for the total well-being of the coordinators and allowed them to focus their attention on their circuit. It is recommended that logistic forces include strong people who will play both the servant and the objective, accountability role. Permeators were an important part of the logistics force.

TROOP ASSIGNMENTS

The overall coordination of the Town Meeting Day included scheduling of orchestrators, preparing materials needed on the day, providing transportation to and from briefing sites and Town Meetings, planning and implementing the Saturday evening celebrations and Sunday morning briefings, and receiving Town Meeting materials, money and reports at the end of the day. It is recommended that Logistics send general materials on the state to participating ICA offices, and orchestrators, with written, detailed directions to and from briefing sites and Town Meetings.

The need for special forces in development; in-kind, DayII , Assembly preparation, and orchestration was determined and people were invited or assigned to meet that need from across the Area and from Centrum. This allowed maximum use of Areal forces and expertise, and brought fresh insights and energy to the campaign. The use of continental forces allowed the campaign story to be taken beyond Area New York. Special forces must be included in briefingsessions so that they are appropriately contexted. In many instances the traditional Town Meeting roles may need to be shifted in response to the situation and the assigned forces.

Five ICA offices in the Area were assigned responsibility for the New Jersey Campaign. Those five offices contacted local forces to context them on the campaign and to ask them how and when they would participate. Guardians and State Steering Committee members

were assigned to office work and the weekly celebration set-up. This motivated, trained, and engaged Town Meeting grads and local colleagues. Short term, specific tasks that people could easily plug into need to be determined. For example, local forces can participate in the campaign by housing orchestrators and coordinators.

Orchestrator 'no-shows' were not anticipated. After being contacted during the week (which required an average of 4 phone calls per assigned orchestrators), not everyone showed up on Friday. One orchestrator recruited her deskmate at work, who helped with the town meeting, attended the celebration and evaluation...all after the orchestrator had heard that one of her team-mates had backed out of orchestrating.

Because of the unorthodox nature of this awakening experiment, training of forces was an ongoing activity for all involved. The Monday collegium was understood as a training period for circuiters. Weeknight and weekday sessions held locally and regionally, trained orchestrators and workshop leaders. Friday evening sessions before the Town Meetings briefed the orchestrators. Full-time circuiters were responsible for training their part-time partners. D1a

A collegium rationale built at the beginning of the campaign gave the Monday morning collegium a downbeat on vision that was broader than the New Jersey Campaign. At the same time a balance was held between practical collegiums and spirit/vision collegiums. The circuiters led the collegiums on occasion. Using the Monday collegium provided a brooding screen for the week and played the crucial function of keeping the campaign forces related to a larger context in the midst of an intense campaign. More strength could be given to the collegiums by having more circuiters lead the collegiums and making assignments on Friday to allow ample preparation time.

TRAINING CONSTRUCTS

Several training events were held throughout the campaign in training orchestrators prior to the month of June: a New York regional training day was held with emphasis on older movement colleagues and Order personnel; Town Meeting grads were trained for workshop leading in Baltimore, Richmond, and Albany. Each weekend of the Town Meetings a briefing session was held on Friday evening and an evaluation on Sunday morning. Orchestrator training emphasized flexibility in conducting Town Meetings with different models presented for Town Meetings of different sizes, lengths of time, and amounts of set-up and back-up support. The practical outcome of the training was 200 plus trained orchestrators throughout the New York Area, including all Order members; all reported new effectiveness in handling the methods. Our recommendations are to carefully screen all orchestrator assignments to guarantee an experienced person at each Town Meeting, and to require all orchestrators to attend the Friday night briefing, which should include a rehearsal of the common story and the necessary style D4 D3

to be used, and not to send out assignments before the Friday night briefing.

Recruiting and assigning orchestrators for the 51 Town Meetings ^{D2} in the last week of the campaign required contacting over 150 people, mainly during the evening hours Monday through Thursday of that week. This required over 300 calls and numerous assignment shifts. We recommend that this recruitment be on a regional basis in the future with regional centers only given a preliminary assignment list for each Town Meeting.

Each Sunday two debriefing sessions were held, one in the morning ^{D1a} and one in the evening. The morning session was a group larger than just the circuiters and focussed on pulling together the statistics and objective data; the evening session was primarily for the ^{D22} circuiters to go through the status and contradictions for each town. The debriefing sessions were thorough and effective. The recommendation is to keep this type of debriefing in the overall construct of a campaign. It should be held at least once a week at a central place.

A variety of circuit team constructs were used. All eight circuits had one full time circuiter, with the other member of the team being someone who devoted part of a day to an entire week. All 8 circuiters trained their partners. As a practical value this was effective when circuit partners could give a whole week or had the same person working one to two days a week for the entire campaign. We recommend that people who circuit either full time or part time attend debriefing sessions. There needs to be a push for more full time circuiters to provide continuity on each circuit.

The orchestrator's packet and press packet which were provided ^{D5-D13} each orchestrator during the Friday night briefings were crucial ^{D14-D21} training tools, which enabled reflection of the shift in style from previous Town Meeting experience and the New Jersey campaign.

The first weekend of Town Meetings, most arriving orchestrators missed the briefing sessions. Some of them were old colleagues who had not been involved or contexted since RS-1. Next week a newspaper article appeared with quotes about the Ecumenical Institute and complaints about a "pushy" workshop leader... after this attendance at the briefing sessions was emphasized.

In order to symbolize the completion of the state-wide happening of the Town Meeting: New Jersey campaign during June, an Assembly was held on June 25th in the state capitol of Trenton. The Assembly united people from over half of the Town Meetings. The design of the Assembly's workshops made their results practical and valuable. Participants and staff found that the Assembly grounded their hope in local communities and created a statewide network of Those Who Care.

**ASSEMBLY
PREPARATION**

Logistics was responsible for designing a recruitment push for the Assembly, sending circuiters back on the road to recruit, creating archives for each Town Meeting to hold documents,

**ASSEMBLY
PREPARATION**

registrations, etc., preparing the Proposals Gestalt from all of the Town Meetings, designing and printing related materials (placemats, programs,), creating decor, writing the signs to be used, including on site printing, recruiting and training workshop leaders, designing workshop procedures, preparing participant packets. Three special forces with assembly experience were D23-D25 brought in to run the preparation. This intensive format demonstrated the possibility of doing the major assembly preparation in one week. It is recommended that special forces be brought in to give the momentum and boost and to lend practical experience to the preparation.

The morning workshops were designed to give major emphasis to determining the intent of each proposal in the gestalt, and identifying potential motivating events to initiate those intents. These workshops were led by New Jersey residents who were movement colleagues. Participants were divided up arbitrarily. In the afternoon workshops, participants met by county configurations and then in sub-groups by Town Meeting community to select one motivating event for their town and to write implementing steps. These workshops were led by ICA staff and Guardians.

The streamlined afternoon workshop allowed a longer comprehensive plenary without extending the day beyond 4 PM. The procedures elicited concrete participation by the participants. It is recommended that the motivating event generated by each community be printed and included in the document, and addresses and related local Town Meeting information be included in the participants list.

It was the responsibility of Logistics to design the use of the facility, organize workshop spaces, design facility set-up and clean up procedures, including location of decor, provide lodging for the set-up team, and liaison with the facility management. The advanced preparation designs allowed for easy set-up of the facility with specific tasks people could plug into.

We recommend the facility be selected both for its symbolic value and functional utility, that the space be designed so that a clear view of the whole room is available to all, and that enough space be allocated to allow one workshop space per room.

A strong pitch was made for the Assembly during the plenary of each Town Meeting. One difficulty with recruitment was that people pre-registered for the assembly at the plenary of their Town Meeting and were therefore known to the orchestrator but not to the coordinator. It is recommended that a greater emphasis be placed on recruitment of state-wide figures, whose presence needs to be confirmed well in advance. A way needs to be found to enable recruitment in each community the week after it has held its Town Meeting, rather than waiting until the week before the Assembly. D26

The Assembly was triggered when a participant jumped up to say, "we're getting off the track. We're not here to tell our politicians what to do, we're here to decide what we can do ourselves," People called for a newsletter to "let us tell our story when we do something" and "motivate us by letting everyone know when anyone is successful". A Jaycee from South Jersey jumped up and volunteered to be a contact person ...and challenged someone from the 'north' to do the same, which indeed happened.

For Assembly follow up steps taken to date, see Appendix D 27 and D 28.

CONCLUSION

The Town Meeting New Jersey Campaign resulted in 110 Town Meetings followed by a state-wide assembly in Trenton to which 57 communities sent representatives. A total of 5994 people participated in local Town Meetings, for an average attendance of 55 per Town Meeting. A large number of Town Meetings were in communities with populations of less than 5,000. Mayors, councilmen, and concerned citizens were the individuals who came.

A broad network of colleagues was created in doing the New Jersey campaign, who assisted with everything from housing orchestrators, serving on hosting committees, to contributing goods and/or money. Some were the backbone group of individuals that, weekend after weekend, orchestrated at Town Meetings across the state.

All 12 houses in the New York Area participated in this campaign with house and metro troops. This resulted in an area cohesiveness and spirit dynamic that could only be generated by a common project in a limited geographical area over a relatively short period of time. The value of working across houses has already resulted in consolidating the Newark, Brooklyn and New York houses for the summer to begin preparation for the next campaigns. Virtually everyone in the houses was an orchestrator, resulting in an area pool of trained Town Meeting leaders. Area New York decided corporately to win Town Meeting: New Jersey and it did.

The New Jersey campaign confirmed the reality revealed in the Oklahoma campaign that, in the future, state or larger geographic areas are the direction to move for mass awakening, and that Town Meeting is a flexible, awakening vehicle for working in any size or type of community. It established patterns of campaign timing, intensity, specialized audience Town Meetings, troop training and deployment that can be adapted to other campaigns. It uncovered a network of those who care which can be called to serve in New Jersey follow-up, future campaigns and guardian strategies. As a result of this campaign, it is clear that a return to doing one to one, prolonged-planning Town Meetings is very unlikely. Also revealed was the benefit of having an area GSD (Ivy City) close enough to serve as example of possible Town Meeting follow-up.

PARTICIPATING COMMUNITIES

Alexandria Twp.
Allentown
Atlantic City
Bayonne
Belmar
Bergenfield
Beverly
Blairstown
Bloomingdale
Bogota
Boonton
Bordentown
Brick Twp.
Brookley
Buena Boro
Burlington Co.
Byram
Camden
Carteret
Central Ward, Newark
Clark
Clementon
Cornell Heights
Demarest
Dennis Twp.
Dover
Downs Twp.
Dumont
East Hanover
East Orange
East Windsor
Elmer
Ewing
Farmingdale
Fieldsboro
Flemington
Florence
Folsom
Fort Lee
Franklin
Freehold
Garfield
Carwood
Gibbsboro
Glassboro
Greenwich Twp.
Hackettstown
Haddon Heights
Hamburg
Hamilton Square
Hamilton Twp.
Hanover Twp.
Haworth
Highlands
Hillside
Holland
Holmdel
Hopatcong
Island Heights
Jackson Twp.
Jamesburg
Jersey City
Kinnelon Twp.
Knowlton
Lakehurst
Lakewood
Lalor/Broad St. Park
Lambertville
Leonia

Linden
Little Silver
Livingston
Lodi
Long Branch
Madison
Mantua
Medford
Mercerville
Millstone Twp.
Montclair
Montgomery
Moorcstown
Morristown
Morristown*
Mt. Holly
Mt. Laurel
National Park
New Brunswick
New Egypt
New Providence
Newfield
Newton
North Bergen
North Haledon
North Hanover
North Ward, Newark
Northfield
Northvale
Nutley
Oaklyn
Passaic
Paterson
Paulsboro
Pennington
Phillipsburg
Pine Beach
Pleasantville
Ramsey
Randolph
Raritan
Readington
Riveredge
Rockaway
Roosevelt
Roselle
Roselle Park
Scotch Plains
Secaucus
Somerset Hills
Somerville*
South Amboy
Springfield
Stanhope
Stratford
Sussex/Wantage
Union
Upper Pittsgrove
Verona
Vineland
Washington
Washington Twp.
West New York
West Paterson
White Horse/DeCou
Woodbine
Woodcliff Lake
Wrightstown
Yardville

* Special audience



TOWN MEETING NEW JERSEY