Subcontext

“Confessions from a Foamer”
or
“You touched the tar baby...”
My priorities

• Personal values
• Family
• Friends
• Project
SBAR – Situation, June 2018

- Existential crisis
- Lose national network
- We’ve been asking for volunteers to step up
Overall Strategy

✓ Take the threat to the Southwest Chief
  ✓ **Reframe** it as a “National Network” fight, and
  ✓ **Mobilize** political support thru the Senate to
    ✓ include specific omnibus language that protects/saves the SWC, and
    ✓ protects the NN trains, while simultaneously
    ✓ Allowing us to capitalize on strategic opportunities and partnerships such as NACTII.

✓ We have enough of the right people * (paid, volunteer) and right relationships developed, but we are not
  ✓ **Organized,**
  ✓ **Disciplined,** or
  ✓ **Equipped** to be able to simultaneously do this
  ✓ * There are a few key capabilities we need to outsource, but these are minimal

✓ So we will develop an ad hoc battle strategy and execution plan (“go to war with the Army we have”) to
  ✓ Win these simultaneous battles and
  ✓ Position us to win the broader war (“A Connected America”) going forward

Priority 1, Goal 2.2, Obj. 1.1.3, 2.1.2, 3.1.2, 6.1.2, 4.12
4 strategic outputs

We need to do this ourselves to build a stronger RPA going forward!
When we Build a Team

Remember:

Form
Storm
Norm
Perform

This is going to be hard

We are all on the same team

We need everyone to work at the *very top of their capability*

EVERYONE can contribute in the way that they are best at

We need people to do what they are good at

The enemy is not US

The message is still YOUR TOWN, YOUR TRAIN – in all forms

Remember who the enemy is

*Communicate* 100x more than you thought you needed to
AIRPOWER....Getcha Some!

“Warden's Five Rings theory is a model developed by Col. John Warden. It was first applied in a real war setting in the 1991 Gulf war incorporated in the "Operational Thunder" offensive strategy [it is how we won the war!]. It was the key theory that defined Operational Thunder strategy as it was known for American Air Power in defeating Iraq air force. The concept of the five ring model revolves around five major areas of interest that must be attacked and weekend sufficiently before enemy forces can be attacked and weakened.”

-Essays, UK. (November 2013). Warden's Five Rings Overview and Analysis.

Warden’s Ring Theory
Traditional NARP Campaign

- We the People
- Press/Media
- Influences
- Staffers
- Senate
Traditional Military Style Campaign
Nuclear Campaign
We are not going nuclear...yet.
Precision targeting

- Targets: This is data... influencer/mayoral database, Senate mapping.
- Munition: Tailored message that matters to the influencer or elected official.
- Delivery System: Person (us, a partner or a surrogate) or electrons.
Remember von Moltke’s quote...

“No plan of operations reaches with any certainty beyond the first encounter with the enemy's main force.”
Timeline

- Late Spring 2018  SWC Threatened
- June 2018  RPA Commits to supporting SWC Campaign
- 11 July 2018  Paul and Betsy submit proposal to Peter
- 13 July 2018  Peter and Jim agree to SWC-NN Campaign
- 17 July 2018  Peter announces SWC-NN Campaign
- 17 July 2018  Resource request for strategist submitted
Timeline (Continued)

• 18 July 2018  SWC-NN Campaign brief (Staff)
• 22 July 2018  Battlerhythm established
• 23 July 2018  First campaign “signs of trouble”
                Admin support for campaign requested
• 23 July 2018  Initial “signs of trouble” with staff confusion
• 28 July 2018  Campaign strategy brief presented
Timeline ( Continued )

• 29 July 2018    Email Etiquette/discipline instituted
• 30 July 2018    Refined resource request for strategist
• 30 July 2018    Mayors mapped (campaign unaware)
• 1 Aug 2018      Campaign plan declared initial failure
• 3 Aug 2018      Language in the Senate finalized (we won!)
• 3 Aug 2018      Effective end to communication between campaign and DC staff
We won fast!

Initial Campaign Success

• Email discipline
• Weekly phone calls
• Protected Jim, Sean & DC office
• We fast failed (twice)
• Acted professionally
• Formal Senate mapping
• Started working with partners (T4A) on synchronized lobbying
• Defined roles and responsibilities
• Developed requirements for LOE
“Never has so much been owed to so many by so few”

Sir Winston Churchill

Or what really happened...
We lacked a cohesive strategy to effectively integrate efforts from grassroots, partners and emerging capabilities into an effective message. We lacked a unified operationalized national targeting strategy or targeting list, and lacked a cohesive tailored message that we could operationalize. We were not organized in the DC staff around functions, but rather were stovepiped in centers of excellence, and everyone was expected to know everything. We knew we needed additional resources, and put in a timely request, but were unable to ever even get the request to the Board for consideration. This is the no BS answer.
This was our first fast fail...
Timeline (Continued)

- 9 Aug 2018  Campaign status to Board (From Paul)
  Board approved funding strategist
- 15 Aug 2018  RPA support letter for SWC as part of NN
  Initial Grassroots Toolkit released (Betsy)
- 22 Aug 2018  Campaign meetings incorporate feedback
  from the field: well received
- Late Aug 2018  RPA white paper on Amtrak accounting released
Timeline (Continued)

• 30 Aug 2018  Identified Mayoral list available
               Developed “on message” for campaign (Sean)
• 7 Sept 2018   Began Mayoral campaign
                (Andrew, George, Betsy, Paul)
• 10 Sept 2018  Tailored regional one pagers (Abe)
Timeline (Continued)

• 17 Sept 2018  Debrief with Peter, Jim, Paul
                Reviewed confidential correspondence
                (Jim and Mr Anderson)
                Oshawn onboard as Strategist/Targetter

• 22 Sept 2018  Grassroots coordinated call
                (Oshawn, Dave Randall, Paul)

• 3 Oct 2018    Campaign complete

• 18 Oct 2018   Debrief Board with recommendations
                Mission complete
Some Victories in phase 2

- Started thin slicing tailored messages
- Had volunteers from 30 State Precinct Chiefs
- 99 Mayors signed onto the petition (including some big ones)
- Figured out what worked (KISS) and more importantly what didn’t
- On-boarded Oshawn
- Found volunteers (Dave Randall) to test new outreach model
- Partnered with T4A for synchronized outreach
Some Examples of Big City Mayors

- Oakland
- San Francisco
- Los Angeles
- Tampa
- Portland, OR
- Denver
- Albuquerque
- Santa Fe
- Flagstaff
- Milwaukee

- Houston
- New Orleans
- Kansas City
- Charlotte
- Durham
- Columbia, SC
- Albany, NY
- Norfolk, VA
- Washington DC