

SW Chief & National Network Debrief

Paul & Betsy Nelson
Rail Passengers Association
18 October 2018

For Internal Use Only



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

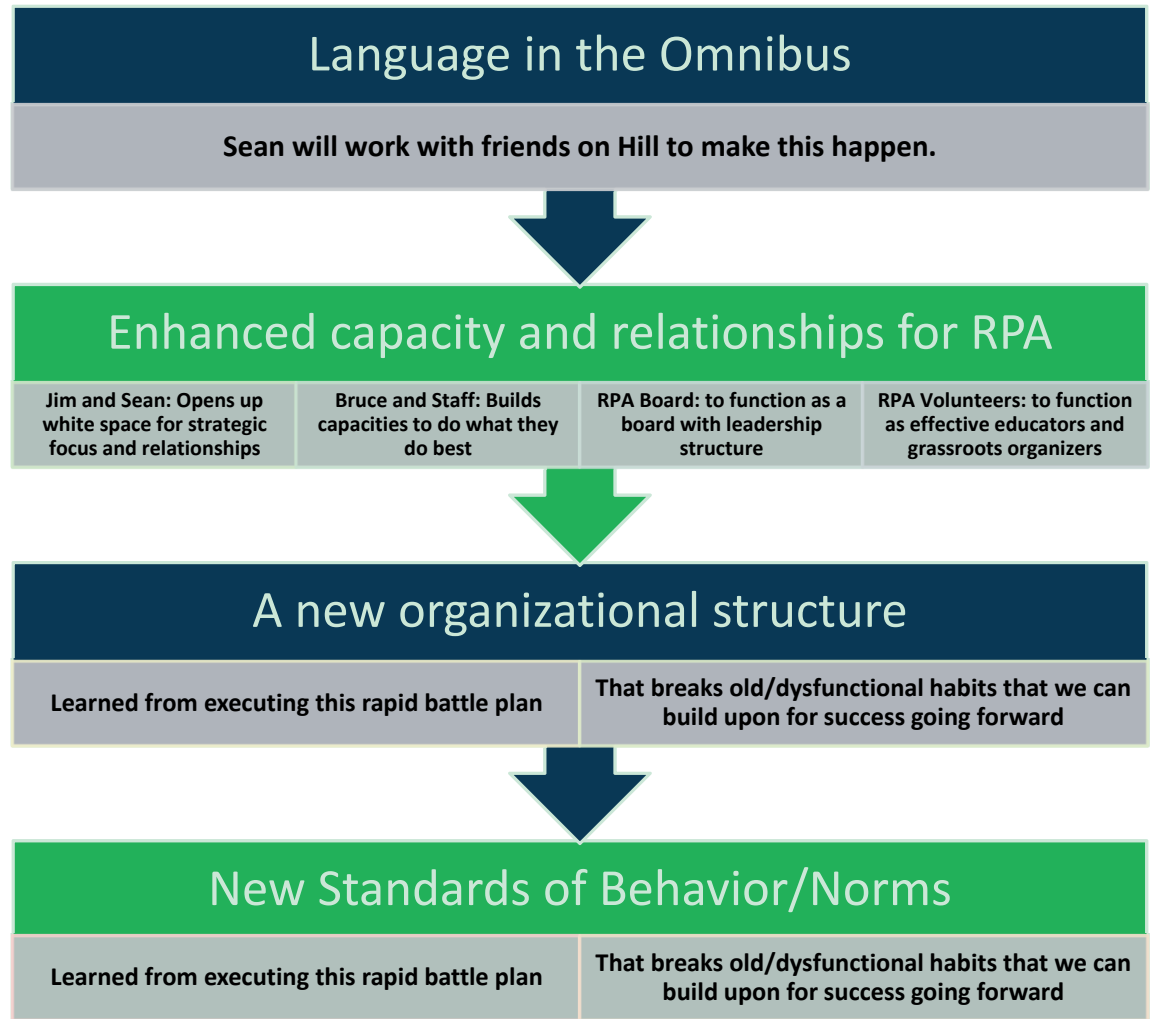
Overall Strategy

- ✓ 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



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



RAIL PASSENGERS

A CONNECTED AMERICA

Air Power Theory: Winning the War for the National Network

July 25, 2018

Created by Lacy Nelson, RPA Volunteer

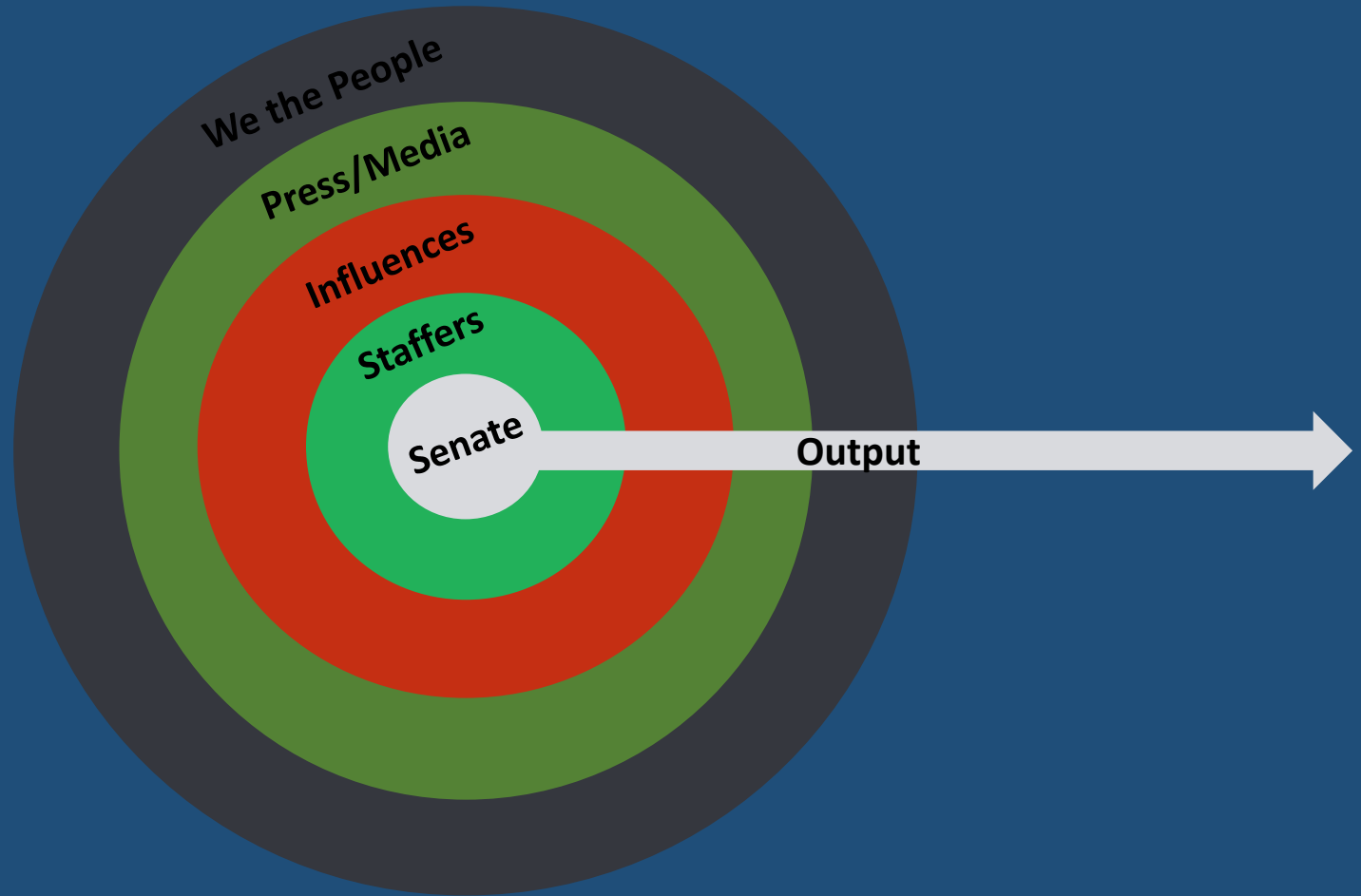
AIRPOWER...Getcha Some!

“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.”

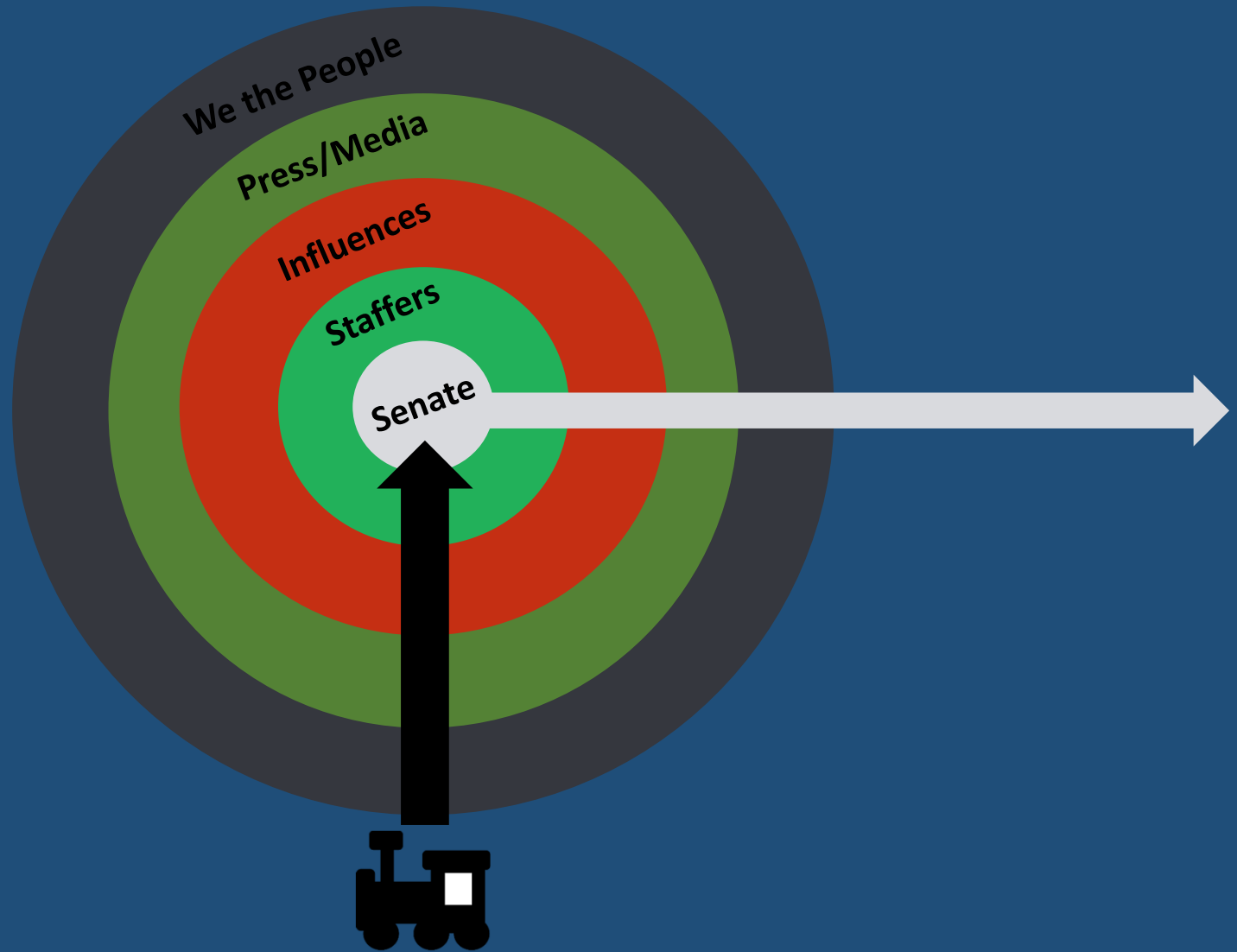
-Essays, UK. (November 2013). Warden's Five Rings Overview and Analysis.

Retrieved from <https://www.ukessays.com/essays/anthropology/wardens-five-rings-theory.php?vref=1>

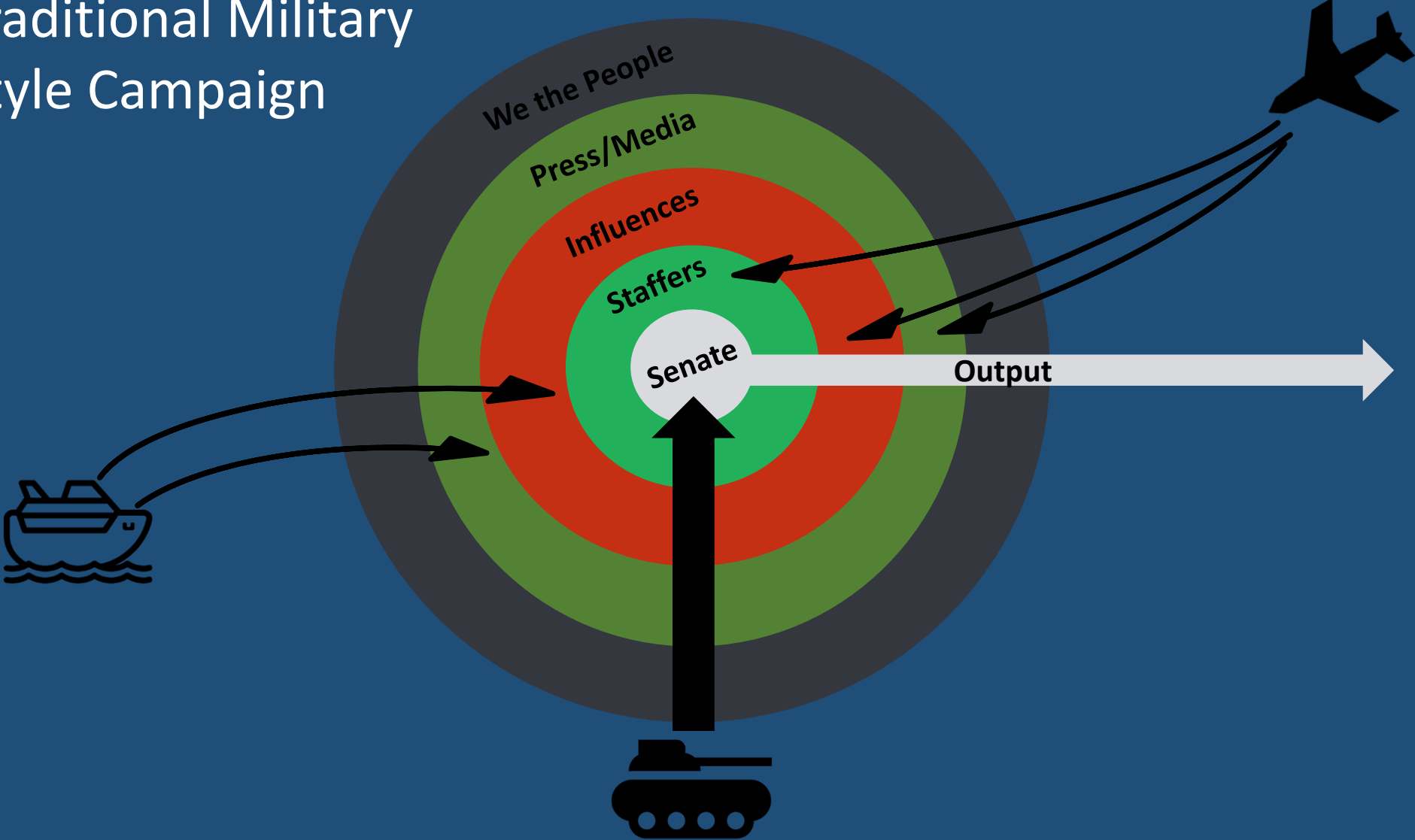
Warden's Ring Theory



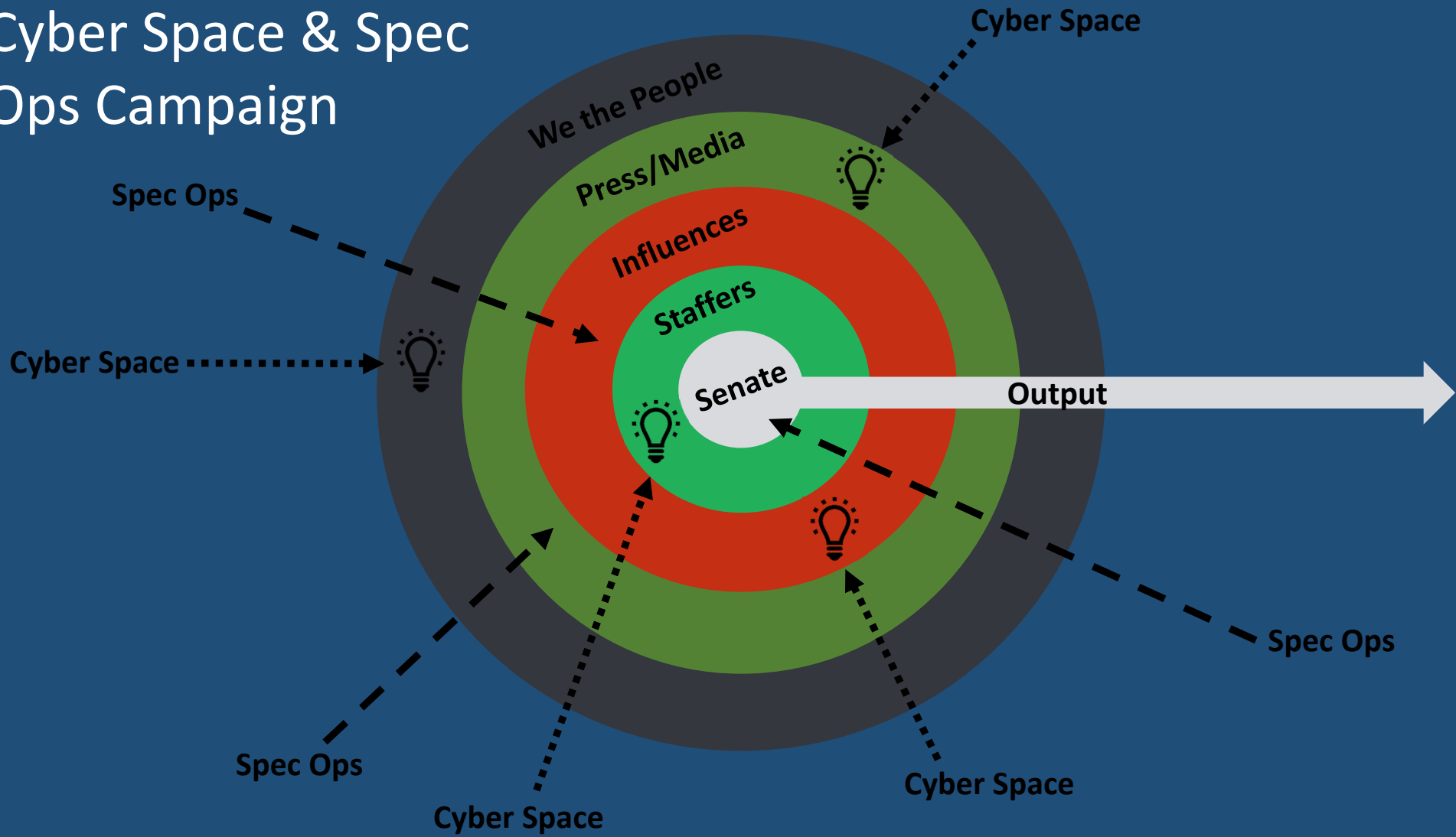
Traditional NARP Campaign



Traditional Military Style Campaign



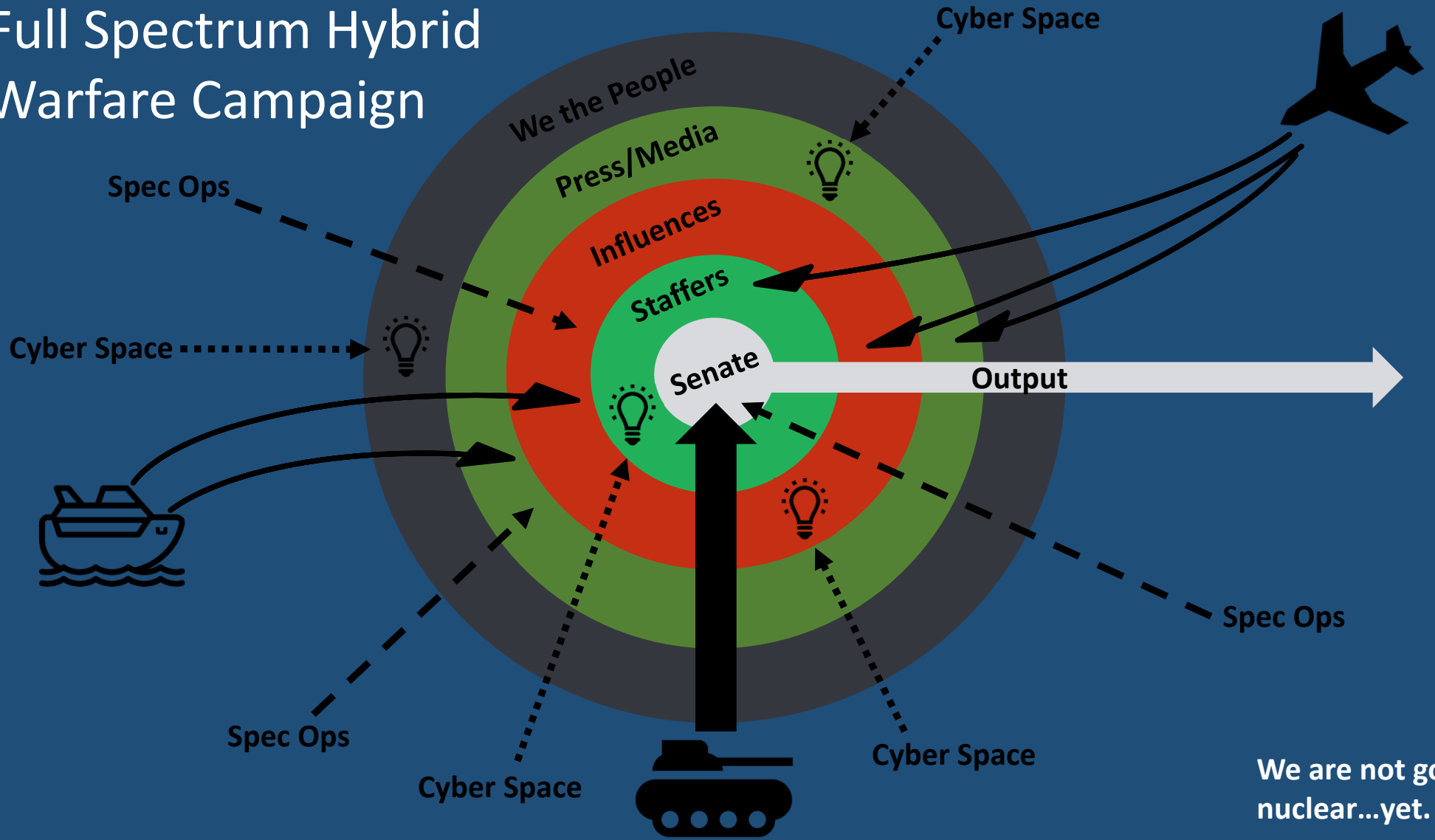
Cyber Space & Spec Ops Campaign



Nuclear Campaign



Full Spectrum Hybrid Warfare 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
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

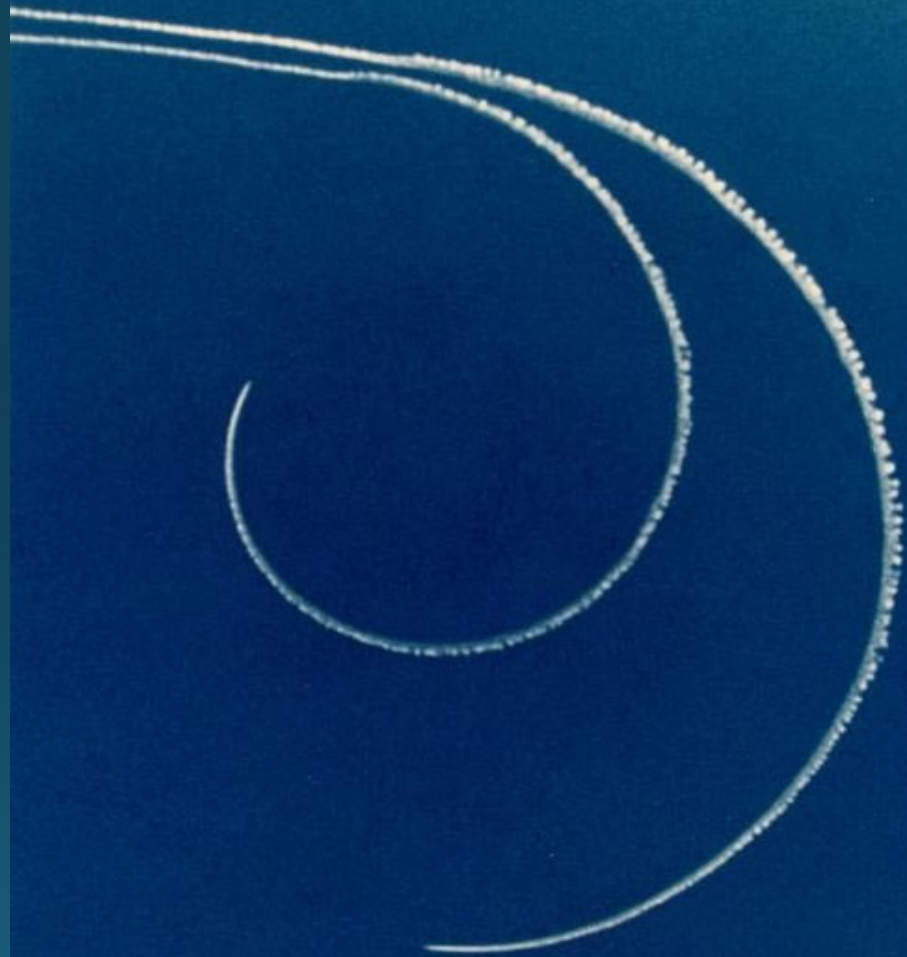
- Email discipline
- Weekly phone calls
- Protected Jim, Sean & DC office
- We fast failed (twice)
- Acted professionally
- Formal Senate mapping
- Started working with partners (T4A) on synchronized lobbying
- Defined roles and responsibilities
- Developed requirements for LOE

“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.





SR-71

F-16

F-4E



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