

THE BUILD MORE AGENDA



OUR AGENDA TO BUILD MORE

Last year, we formed the Build America Caucus with a simple idea in mind: America should get back to building the things that matter to you. Mortgages, rents, and power bills are too high, good doctors and great daycares are too hard to find, and when government promises to fix any of it, nothing seems to happen.

We believe that both parties can come together to build what's missing and clear away the waste and red tape that's standing in the way. Our agenda lays out a concrete roadmap of solutions to get us there. Here's what that looks like:

A HOME YOU CAN AFFORD

CARE WHEN YOU NEED IT

CHEAPER POWER

FASTER CURES AND BREAKTHROUGHS

INFRASTRUCTURE THAT ACTUALLY GETS BUILT

MORE OPPORTUNITY AT EVERY AGE

1. A home you can afford. We're going to build 5 million homes so that you can have a place you can afford, with a monthly payment that leaves room for everything else you want in life. We'll make it easier to build housing in places where it's needed, bring down the cost of construction, and make financing easier to access.

2. Care when you need it. We're going to train thousands more primary care doctors in the places with the biggest shortages – so that if you want to see a doctor, you can get an appointment on time and actually afford the prescription afterwards. We'll get doctors away from paperwork and back into the exam room, guarantee telehealth access, let nurses use the full extent of their training, and tear down the patent walls that keep cheaper generic drugs off your pharmacy shelf.

3. Cheaper power. We're going to bring prices down by building more power and connecting it faster. We'll double what our existing power lines can carry, get new energy projects online years sooner, and put every major federal energy permit online where you can watch it get approved.

4. Faster cures and breakthroughs. We're going to double the pace of American science within a decade, because your family shouldn't have to wait a generation for a breakthrough on cancer, diabetes, or Alzheimer's. We'll cut the paperwork that eats nearly half of every scientist's research time, get promising drug trials started up to a year sooner, and harness AI to unlock a new frontier of transformative science.

5. Infrastructure that actually gets built. We're going to get the transportation projects and infrastructure America needs built faster and cheaper, so getting where you need to go isn't the most stressful part of your day. We'll let ready-to-go projects break ground sooner, reward smarter planning before construction begins, and stretch the dollars we already spend so projects get finished on time and on budget.

6. More opportunity at every age. We're going to make it easier and cheaper to raise a kid, from their first days at home to their first day of work, starting with 2 million new childcare slots in the neighborhoods where parents actually live. We'll deliver family benefits when the baby comes instead of at tax time the next year, get our kids back to reading, train the skilled workers America needs to build again, and let an occupational license earned in one state count in all fifty.

And, of course, none of this can happen without a government that works. We'll cut red tape, hire new talent, and make sure your government is responsive, agile, and on your side so that projects get built when we need them, not years later.

We know this agenda won't fix everything. But that shouldn't stop us from pursuing big, ambitious goals that both parties can get behind. That's exactly what we plan to do.

We're a Democrat from California and a Republican from Utah. Our caucus members represent rural America and its biggest cities, the coasts and the heartland. We disagree with each other on plenty, but we're talking every day about the progress we can make together because we agree on this: America should work better for you.



Rep. Josh Harder

Build America Caucus Co-Chair



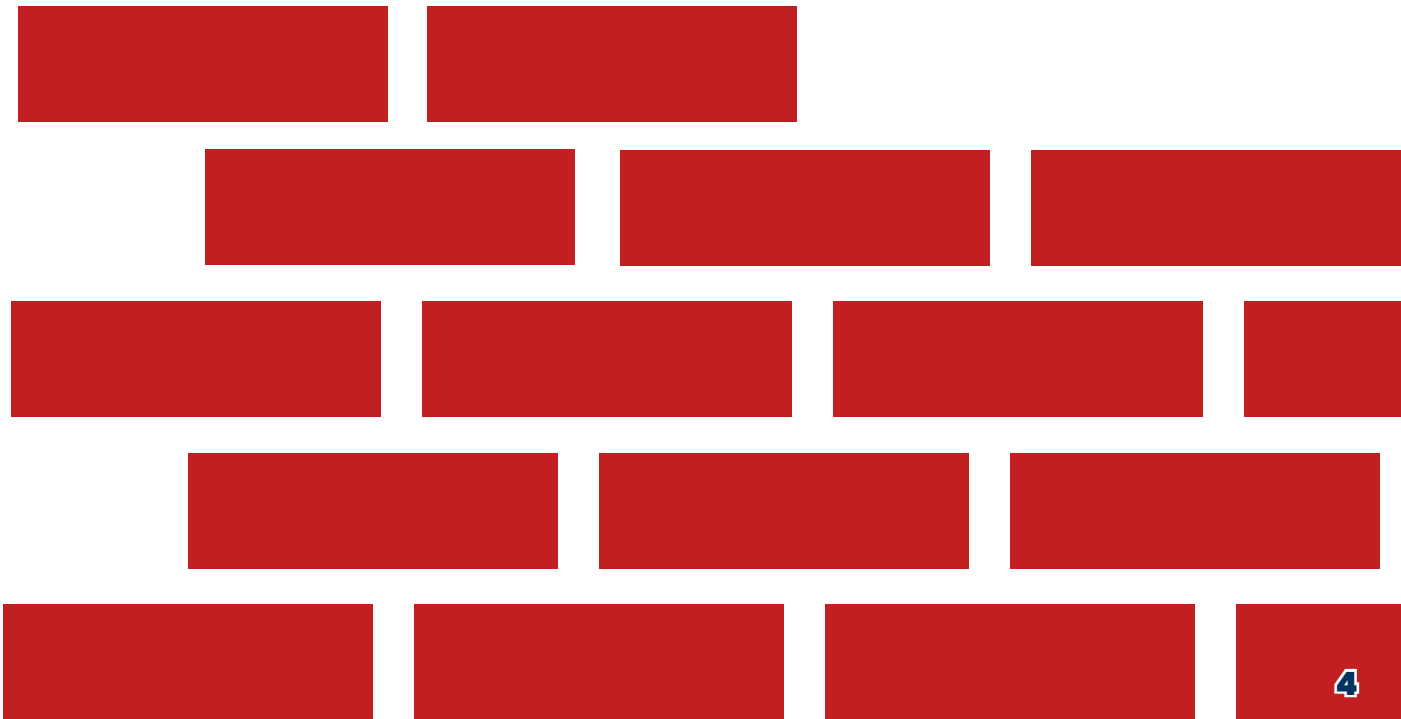
Rep. Celeste Maloy

Build America Caucus Co-Chair

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HOUSING

A HOME YOU CAN AFFORD

**MORE PLACES
TO BUILD**

**LOWER BUILDING
COSTS**

**FIVE MILLION
NEW HOMES**

Housing is the single largest monthly expense for most families, and it keeps getting more expensive. As Americans spend more of their income just to pay their rent or mortgage, housing costs are putting growing pressure on household budgets. At the same time, for many young people, the dream of homeownership is slipping further out of reach. **A third of American adults under 35 still live at home with their parents, and most are now nearly 40 years old by the time they can afford their first home.**

The problem is that we're in a housing shortage of around five million homes, and we're not building enough to close the gap. Housing is difficult to finance, increasingly expensive to build, and too often, prohibited from being built in the places where demand is the greatest. As long as the supply of homes fails to keep up with the number of people who need them, families will keep competing over too little housing and paying more for it.

That's why our plan is simple: **build more housing**. That means making it easier to build more homes in communities across the country. It means cutting unnecessary regulatory and construction costs that make every new home more expensive. And it means expanding access to the financing needed to get more homes built. The 21st Century ROAD to Housing Act, the most significant federal housing legislation enacted in decades, was an important step toward solving the country's housing crisis. Now we need to build on that progress and keep removing the barriers that prevent America from building the homes families need.

1

EXPAND WHERE HOUSING CAN BE BUILT

REWARD COMMUNITIES
FOR BUILDING MORE
HOUSING

BUILD HOUSING NEAR
TRANSIT

BUILD HOMES ON
GOVERNMENT PROPERTY

2

REDUCE THE COST AND DELAY OF BUILDING HOUSING

STOP MAKING BUILDING
MATERIALS COST MORE

MODERNIZE BUILDING
CODE STANDARDS AND
STREAMLINE ADOPTION

STREAMLINE
REGULATIONS
ON MASS TIMBER
TRANSPORTATION

3

IMPROVE ACCESS TO CAPITAL FOR HOUSING PROJECTS

ESTABLISH A FEDERAL
REVOLVING LOAN FUND
FOR HOUSING

STREAMLINE FHA
FINANCING FOR INFILL
HOUSING

HELP HOMEOWNERS
FINANCE ACCESSORY
DWELLING UNITS

4

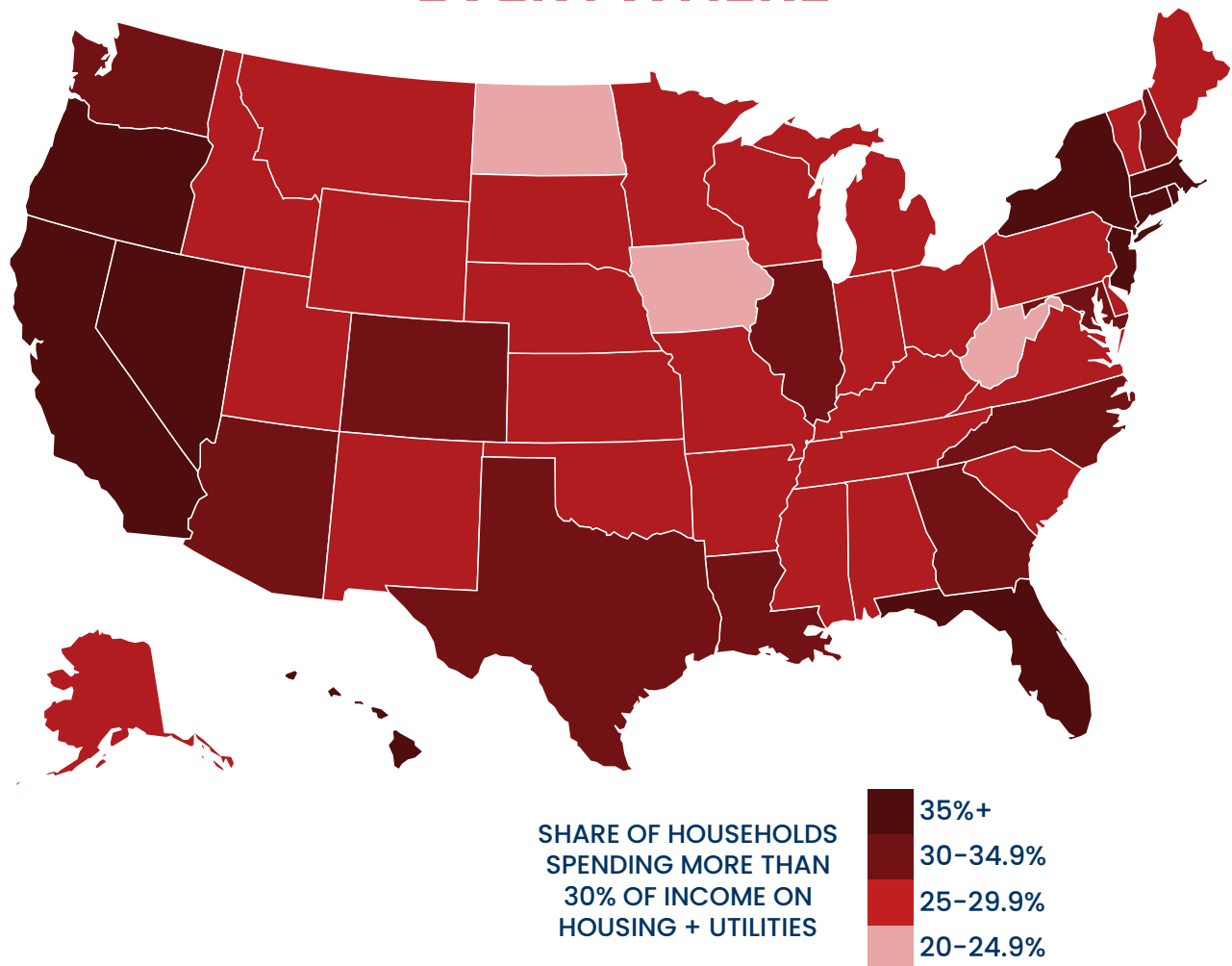
TURN LEGISLATION INTO CONSTRUCTION

IMPLEMENT THE 21ST
CENTURY ROAD TO
HOUSING ACT

1 EXPAND WHERE HOUSING CAN BE BUILT

A major barrier to closing America's housing shortage is that too much land is off limits to housing. In cities across the country, the vast majority of residential land is zoned exclusively for building single-family homes, limiting how much housing can be built even in places where demand is high. Meanwhile, valuable land that could support new housing, including underused public property, often sits unavailable for development. This constrains supply, pushes development farther from jobs and services, and makes it harder for communities to add the homes they need. The fix starts with giving communities stronger incentives to build more homes, particularly in areas where infrastructure already exists to support production.

HOUSING IS TOO EXPENSIVE EVERYWHERE

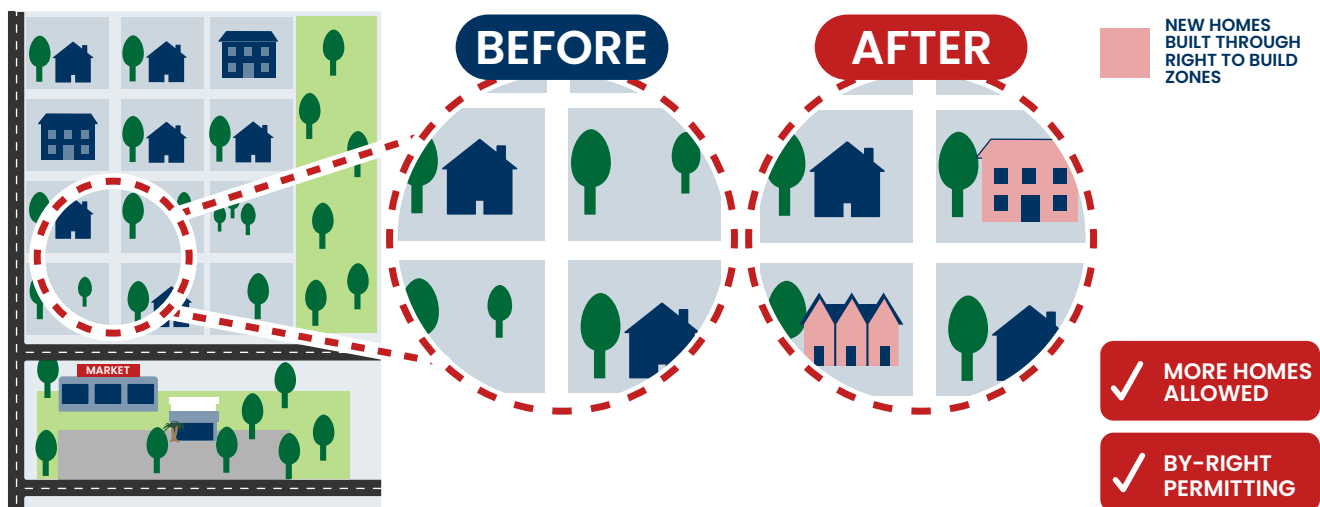


REWARD COMMUNITIES FOR BUILDING MORE HOUSING

Right now, it is often too easy for local governments to say no to new housing. They're the ones who deal with the political pushback that comes with growth and have to cover the added costs – such as roads, schools, and water systems – that fees charged to developers may not fully offset. As a result, many places leave outdated zoning rules in place and fail to build enough homes to keep up with demand. Right to Build Zones can change that by incentivizing cities to build more housing.

With Right to Build Zones, cities voluntarily designate areas where housing is automatically approved if it meets standardized, pro-housing zoning and permitting rules. This significantly cuts delay and uncertainty for builders. In exchange, the federal government pays the city a fixed amount for each new home completed in the zone above the community's recent construction baseline. For example, a \$10,000 payment per unit would be approximately equivalent to the average impact fees local governments charge developers for new multifamily housing, helping cover the costs of added growth and giving communities a huge incentive to allow more construction. **Local communities would remain in control of where and how they grow while the federal government rewards those that build.**

HOW RIGHT TO BUILD ZONES WORK



OUR SOLUTION

Provide federal funding to communities that build more homes by adopting pro-housing zoning reforms in locally designated areas.

BUILD HOUSING NEAR TRANSIT

If taxpayers spend millions building a train station or bus line, local governments shouldn't make it harder for people to live nearby. But in communities across the country, restrictive zoning limits the amount and type of housing that can be built near transit. That means that fewer families are able to live within a reasonable commute to the jobs and services transit is meant to connect them to, forcing longer commutes and higher transportation costs. And even when zoning rules permit new housing, it can be difficult for housing and mixed-use projects near transit to access low-cost federal financing, delaying or preventing them from being built.

61%

of commuter rail stations in New York and New Jersey are surrounded by zoning that severely limits or prohibits multifamily housing.

OUR SOLUTION

Direct more federal transit grants and financing opportunities to communities that allow more homebuilding near transit.

BUILD HOMES ON GOVERNMENT PROPERTY

The federal government controls a vast real estate portfolio, including office buildings, parking lots, and other properties in every corner of the country. Many of these properties are underutilized. The General Services Administration (GSA) manages almost 80 million square feet of assets that it considers non-essential to its operation. The Postal Service likewise owns thousands of underutilized properties within a broader 20,000-acre real estate portfolio, over a third of which is in urban and suburban areas near jobs, transit, and public services. Yet neither agency has the mandate it needs to turn underused government property into housing. That's a massive missed opportunity: **just converting postal sites to new housing could produce up to 237,000 homes while generating revenue for the Postal Service.** And a smarter, housing-focused approach to GSA's property disposals could unlock tens of thousands more homes.

OUR SOLUTION

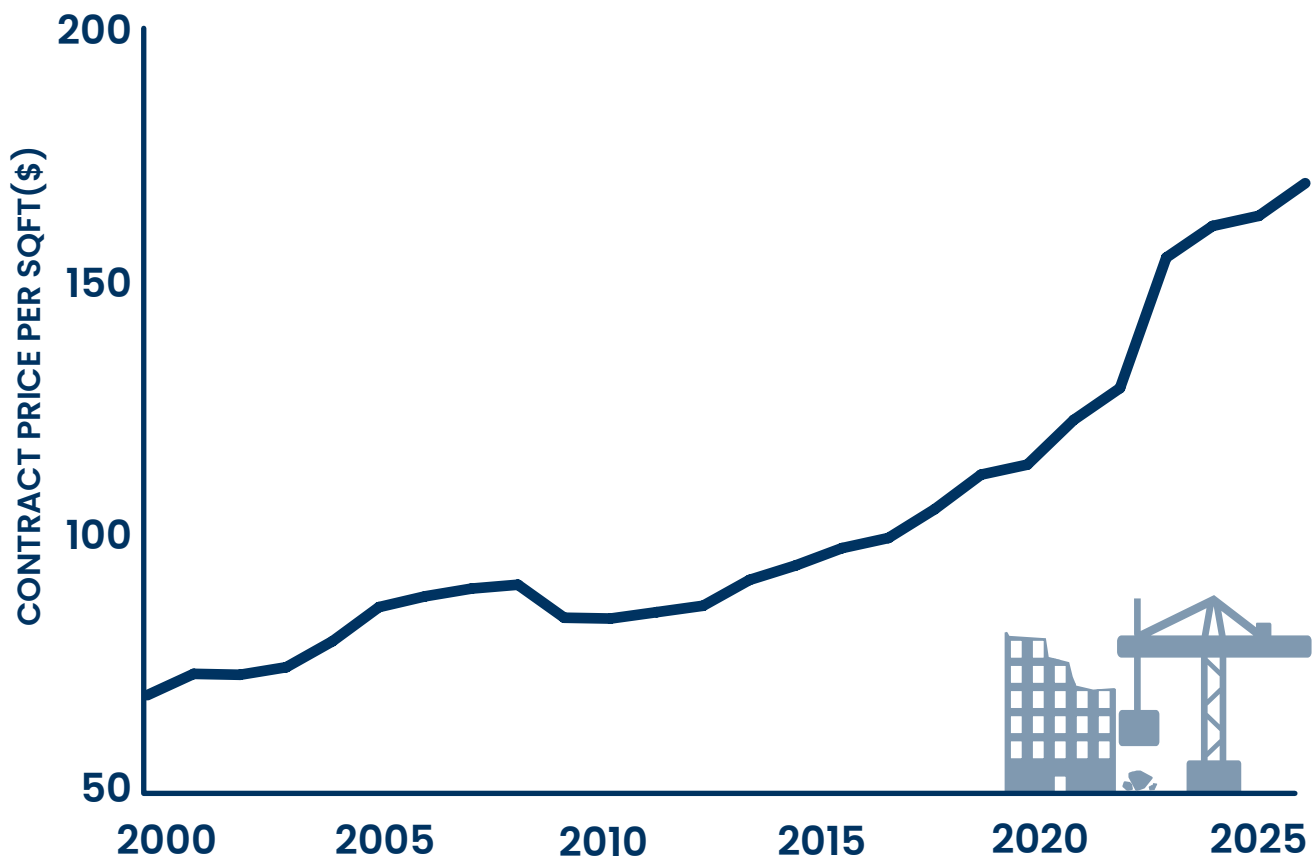
Direct federal agencies to convert underused government property into housing.

2 REDUCE THE COST AND DELAY OF BUILDING HOUSING

Housing construction today is stuck in slow motion. Lengthy approval processes, outdated or inconsistent building requirements, and policies that increase the cost of materials bog down projects in costs and uncertainty before a single nail is hammered.

A new home takes two months longer on average to complete than it did a decade ago, and every day delayed raises costs for homebuyers. Tariffs and other federally imposed costs on imported construction materials can balloon the cost even more. Making housing more affordable means making the construction process itself faster, simpler, and cheaper. Modernizing building standards, streamlining unnecessary regulatory delays, and reducing material costs lets builders deliver more homes in less time and stretches every construction dollar further.

CONSTRUCTION COSTS ARE RISING

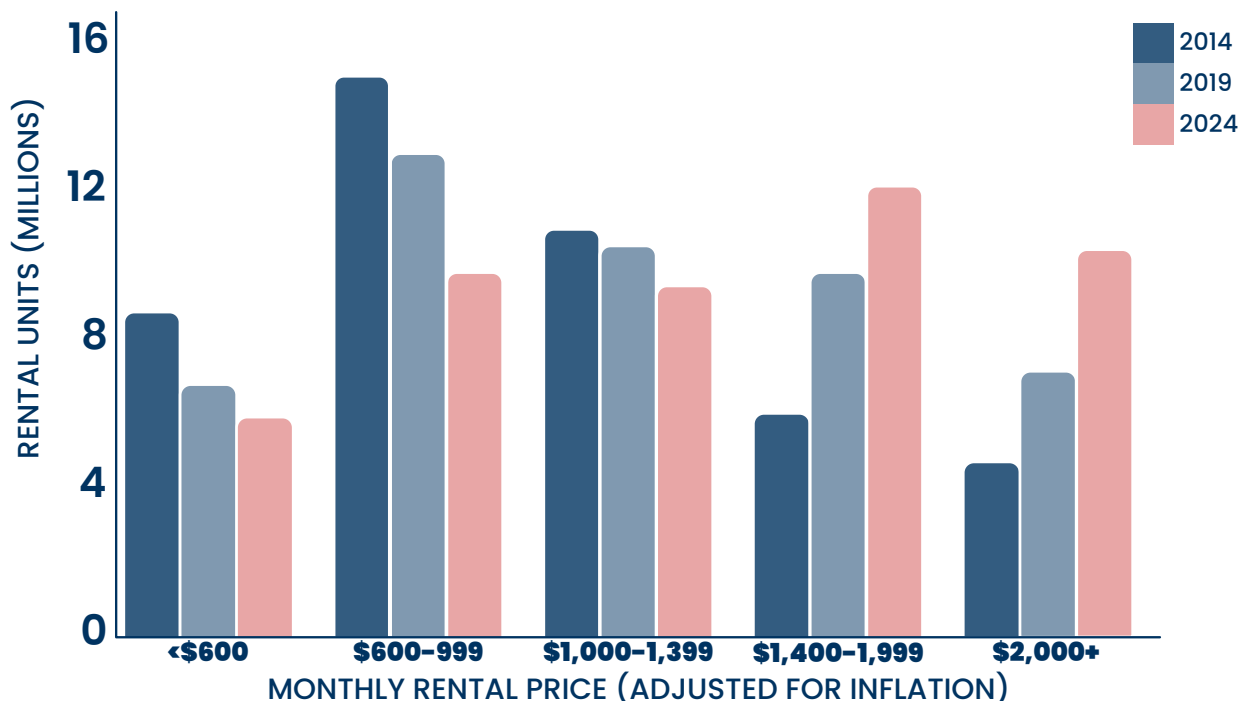


STOP MAKING BUILDING MATERIALS COST MORE

It is more costly to build new homes and apartments today than it was a decade ago. **In the last five years alone, the cost of all material inputs to new residential construction jumped 42%**, compared with a 7% increase over the previous five years. Inflation and supply chain shocks explain part of that increase, but federal policies make things worse.

For example, under the Build America, Buy America Act, federally funded affordable housing projects are generally required to use construction materials that are produced in the United States. By some estimates that can increase project costs by 15 to 25%. Tariffs add further strain by driving up prices for imported steel, lumber, aluminum, and equipment for market-rate construction, and are estimated to have added nearly \$11,000 just to the cost of building a single-family home. Together, these additional costs make it significantly more expensive to build new housing and can delay or prevent affordable homes from being built altogether.

DECLINING SUPPLY OF LOW-RENT UNITS



OUR SOLUTION

Exempt affordable housing from Buy America requirements and provide targeted tariff relief for residential construction materials.

MODERNIZE BUILDING CODE STANDARDS AND STREAMLINE ADOPTION

National model building codes play a crucial role in improving health and safety. But these codes are updated every three years, and many communities don't have the resources or expertise to evaluate new editions, understand their cost and safety impacts, and decide which changes make sense to adopt locally. That can leave builders to navigate a patchwork of different codes across jurisdictions and raise costs overall by making it harder to build at scale.

Overly prescriptive codes can also make it harder for builders to adopt new cost-saving innovations, like new construction materials and methods, even when those approaches meet the same safety standards. Providing local governments with help keeping up with regular code updates and identifying opportunities to add more performance-based flexibility into their building codes can bring down housing construction costs while preserving strong health and safety protections.

OUR SOLUTION

Help local governments evaluate model building code updates for cost, safety, and performance.

STREAMLINE REGULATIONS ON MASS TIMBER TRANSPORTATION

Builders are increasingly looking to mass timber – an engineered wood product that is made by bonding together smaller pieces of wood – to construct projects like mid-sized multifamily housing. That's because mass timber is lighter and requires less on-site labor than concrete and steel, **allowing for construction that is 25% faster**. But moving mass timber across jurisdictional lines can be costly and difficult because of its size. To do so, builders have to navigate a maze of inconsistent state and local rules for oversized loads. Streamlining these rules would make mass timber easier to use at scale, helping builders deliver mid-sized housing projects faster and at lower cost.

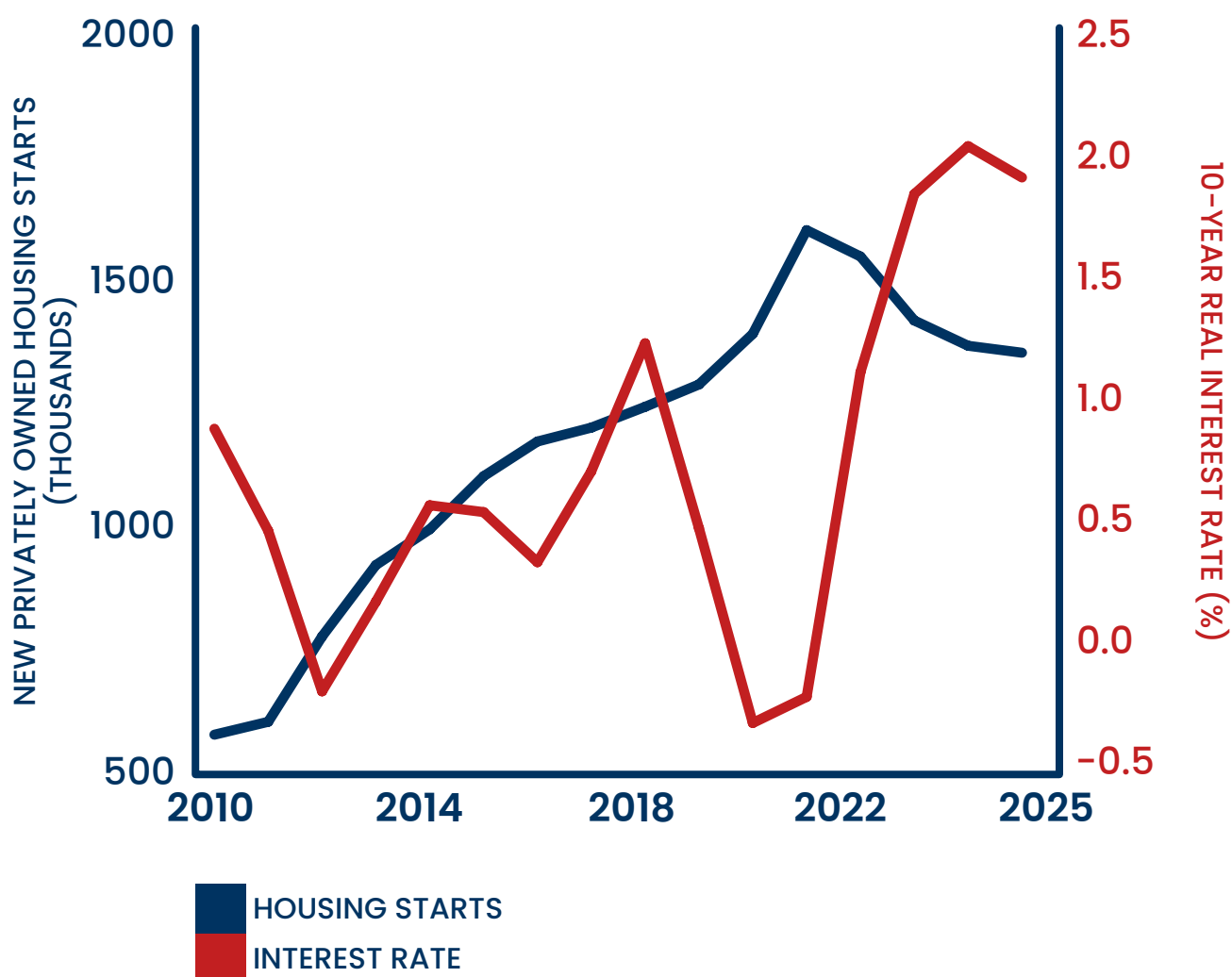
OUR SOLUTION

Incentivize states to streamline and coordinate approval of oversized load transportation for mass timber.

3 IMPROVE ACCESS TO CAPITAL FOR HOUSING PROJECTS

Even when communities allow more housing and builders are ready to build it, projects can't move forward without reliable and affordable financing. But residential builders and developers have reported tightening credit conditions for over four years, making it more expensive to buy land and finance construction. At the same time, delayed processing times, restrictive lending requirements, and gaps in available financing can leave otherwise viable projects stalled before they ever break ground. Expanding access to flexible, affordable capital can get more projects built, attract more private investment, and ultimately increase the housing supply.

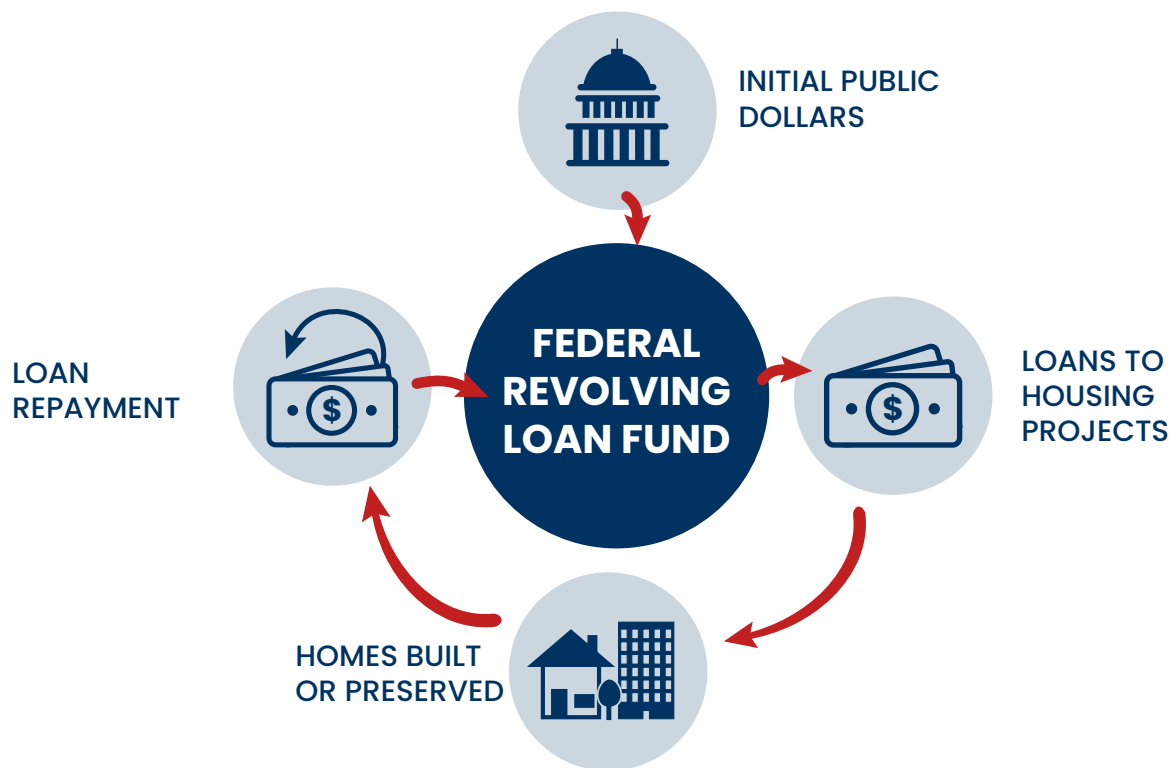
HIGH RATES ARE HURTING HOUSING STARTS



ESTABLISH A FEDERAL REVOLVING LOAN FUND FOR HOUSING

Even when they are financially viable, some housing projects struggle to secure financing because they are too small, too complex, or too unconventional to fit traditional underwriting models. States and localities have increasingly addressed this gap through revolving loan funds, which provide flexible financing for housing development and then use repayments to fund the next round of projects. Unlike one-time grants, **this model stretches public dollars further by allowing the same capital to support multiple rounds of housing investment over time.** A federal revolving loan fund would do the same at scale: offering lower-cost financing for projects that could expand housing supply but can't easily access conventional credit.

HOW A REVOLVING LOAN FUND WORKS



ONE INVESTMENT CAN SUPPORT MULTIPLE ROUNDS OF HOUSING PRODUCTION

OUR SOLUTION

Establish a federal revolving loan fund that fills financing gaps for the construction of more housing.

STREAMLINE FHA FINANCING FOR INFILL HOUSING

Construction loans backed by the Federal Housing Administration (FHA) offer developers better terms than conventional financing, but federal red tape can make them too slow and expensive to use. **An FHA multifamily construction loan can take nine months to a year to close, compared to two to three months for conventional financing**, in part because the Department of Housing and Urban Development (HUD) relies on outdated technology and inefficient processes to review them. FHA loans can also trigger federal environmental review even for projects on already developed urban land, adding more time and cost to straight-forward redevelopment projects like converting a vacant parking lot into infill housing. Modernizing and streamlining FHA financing would lower costs and help build tens of thousands more homes each year.

OUR SOLUTION

Accelerate multifamily lending by modernizing HUD systems and underwriting, and implementing new infill housing categorical exclusions.

HELP HOMEOWNERS FINANCE ACCESSORY DWELLING UNITS

Accessory dwelling units (ADUs) – small second homes built on existing residential lots – **can add housing without requiring new land or large-scale construction**. But even where local zoning rules allow them, homeowners can struggle to finance the upfront cost. As a result, ADUs are mostly built by homeowners who have enough cash to pay for construction themselves, even though evidence suggests more would build them if affordable financing options were available. A federally insured second-mortgage product would fill that gap by letting homeowners finance construction based on terms that take into account the ADU's future value and rental income and without giving up their existing mortgage rate. **Even a small increase in ADU construction could substantially increase housing supply:** raising the national share of homes with ADUs from around 1% to California's 3% would add over a million new homes.

OUR SOLUTION

Provide federally backed second mortgages to finance ADU construction.

4 TURN LEGISLATION INTO CONSTRUCTION

America's housing shortage is the product of decades of underbuilding and policies that make it too hard or too expensive to add new homes. The 21st Century ROAD to Housing Act is the most significant federal response to that challenge in decades. It tackles barriers across the housing market, from restrictive zoning and financing constraints to obstacles facing manufactured housing and smaller multifamily projects. Effectively implemented, these reforms will make it easier to build more homes in more communities.

IMPLEMENT THE 21ST CENTURY ROAD TO HOUSING ACT

Passing the 21st Century ROAD to Housing Act was just the first step in expanding the housing supply. Now, the federal government has to make sure the law's reforms translate into homes actually getting built. Full implementation demands 124 required actions by 11 different agencies. And the government is on the clock: 58 actions are due in the first year alone and the authority for many others expires within seven years or less. The bulk of the work – more than 70% of those actions – falls on HUD, which is facing staffing reductions of roughly 30% in key offices. That capacity gap threatens the law's success, and with a growing shortage of affordable homes across the country, failure is not an option.

ROAD IMPLEMENTATION ACTIONS BY LEAD AGENCY



OUR SOLUTION

Provide the resources, funding, and oversight needed to turn the 21st Century ROAD to Housing Act's housing reforms into new homes.

A close-up photograph of a person's hand being held by a hand wearing a blue nitrile glove. The background is a solid blue color. The word "HEALTHCARE" is overlaid in large white capital letters.

HEALTHCARE

CARE WHEN YOU NEED IT

**MORE CARE
PROVIDERS**

**CHEAPER AND
FASTER CURES**

LESS WASTE

America spends more on healthcare than any other country in the world. But our healthcare system still isn't affordable, accessible, or easy to navigate. Finding a doctor is painstaking, booking appointments takes too long, prescription drugs cost too much, and the paperwork involved in all of it is exhausting for patients and doctors alike. And even when Americans have insurance, coverage doesn't guarantee that they can get the care they need, when and where they need it.

That's why **our plan is to start by producing more of what patients need: more providers, cheaper medicines, and less bureaucracy standing between them and their care.** That means training more primary care doctors and making better use of the healthcare workforce we already have. It means lowering prescription drug prices by increasing competition and making it easier to test promising new treatments. And it means cutting administrative burdens so doctors and nurses can spend more of their time doing what they were trained to do: **provide care.**

Americans should have a better healthcare system. And while the challenge is significant, these are concrete steps we can take now to begin building one.

1

EXPAND THE AVAILABILITY OF CARE

TRAIN THE DOCTORS WE
NEED, WHERE WE NEED THEM

GET DOCTORS BACK INTO
THE EXAM ROOM

GUARANTEE ACCESS TO
TELEHEALTH

LET NURSES DO THEIR JOB

2

LOWER DRUG COSTS AND ACCELERATE INNOVATION

REPURPOSE GENERIC DRUGS

MODERNIZE CLINICAL TRIALS

EXPAND ACCESS TO
CHEAPER MEDICINES

3

STOP PAYING FOR WASTE

ENSURE HEALTH RECORDS
FOLLOW THE PATIENT

PAY THE SAME PRICE FOR
THE SAME CARE

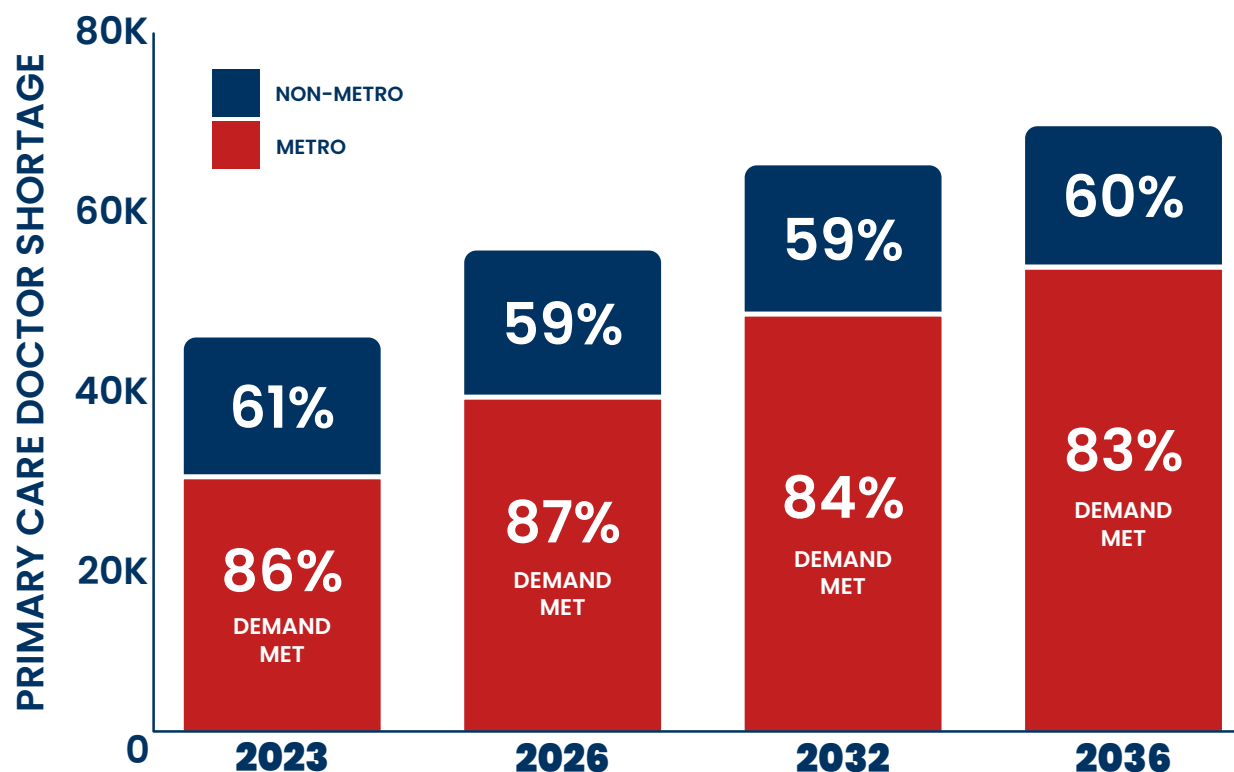
1 EXPAND THE AVAILABILITY OF CARE

The United States doesn't have enough doctors to meet patient demand today. Over the next decade, the gap is projected to grow – especially in primary care – while non-metro communities continue to face particularly severe shortages.

At the same time, we aren't getting enough out of the providers we do have. **Doctors now spend less than half of their working hours directly caring for patients**, and spend the rest focused on documentation, administrative requirements, and other non-patient-facing work. And nurse practitioners can be prohibited from providing patients with care they are already qualified, and in many states licensed, to provide.

As the baby boom generation ages and chronic disease becomes more common, demand for healthcare will continue to rise. But unless we act now to train more doctors and make it easier for existing providers to treat their patients, the problems will only get worse. Patients will face longer waiting times for appointments, fewer care options, and less time with providers when they finally do get seen.

PROJECTED PRIMARY CARE SHORTAGE



TRAIN THE DOCTORS WE NEED, WHERE WE NEED THEM

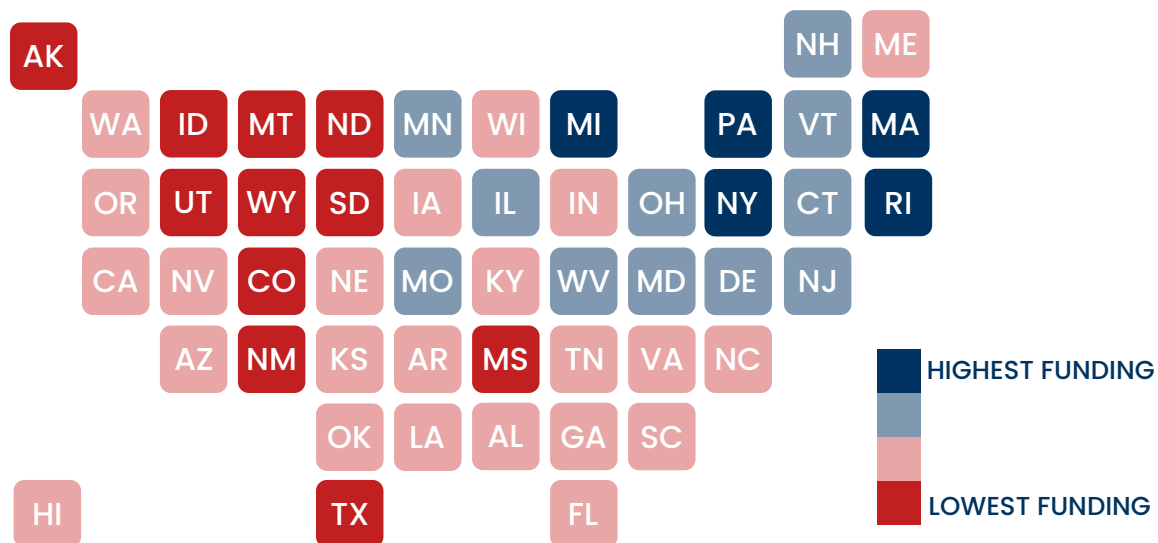
In the next decade, nearly half of America's projected physician shortage will be in primary care, and rural communities will have around 60% of the primary care doctors they need. **But the more than \$21 billion Medicare invests in physician training each year isn't focused on solving those problems.**

101M+

Americans live in
a primary care
health professional
shortage area

Instead, Medicare funding – which is still allocated using decades-old hospital cost data and residency figures – favors hospital-based training over primary care, and established urban hospitals over smaller, newer, and more rural ones. Because Medicare is the largest funder of residency training, and about half of all doctors practice in the state where they completed their residency, this outdated formula locks in existing shortages and makes it harder for communities that already lack doctors to catch up.

RESIDENCY FUNDING BY STATE



OUR SOLUTION

Direct more resident education funding to training primary care doctors, as well as doctors in underserved communities.

GET DOCTORS BACK INTO THE EXAM ROOM

Prior authorizations – when a doctor has to get an insurance company’s approval before their patient can get a test, procedure, or drug – are supposed to help control health-care costs by confirming care is necessary before it’s delivered. Instead, they’ve become one of the biggest sources of delay and paperwork in American medicine, **consuming an average of 13 hours of combined physician and staff time each week.**

But for all that effort, the vast majority of prior authorization requests – including over 90% under Medicare Advantage plans – are ultimately approved, meaning that in many cases, the process just delays care that everyone agrees should be provided. Redirecting even one hour of physician time each week away from all this paperwork and back to seeing patients could **generate the patient care equivalent of adding thousands of full-time doctors to the workforce.**

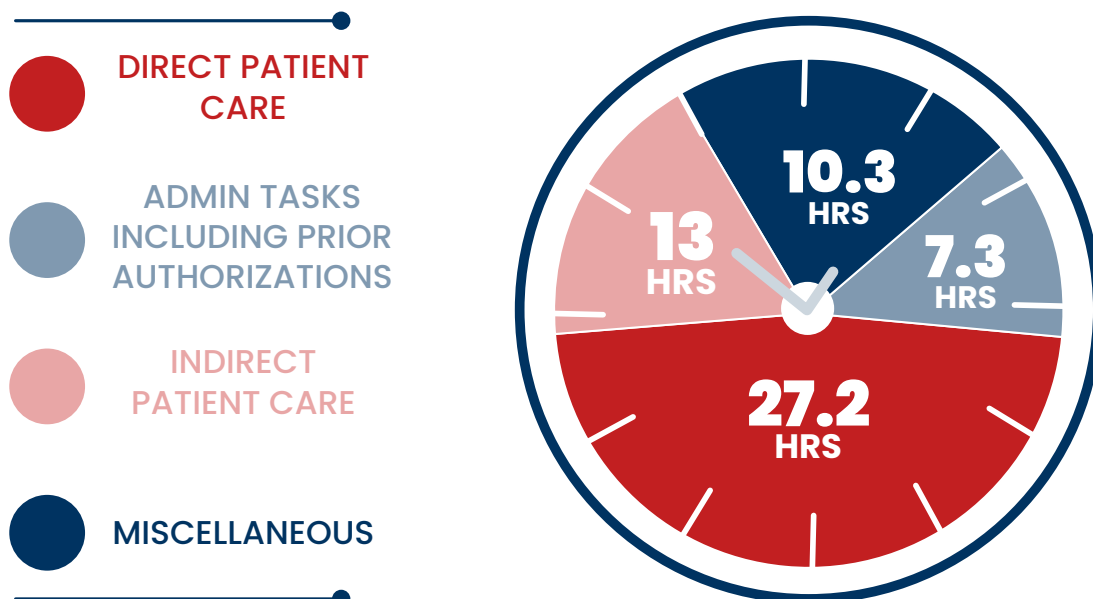
90%+

of physicians say prior authorization delays access to necessary care and harms clinical outcomes

40%

of physicians have staff who work exclusively on prior authorizations

PHYSICIANS’ TIME SPENT



OUR SOLUTION

Eliminate insurance company approvals for low-risk, routine care.

GUARANTEE ACCESS TO TELEHEALTH

Telehealth is now a routine part of Medicare. Roughly seven million beneficiaries use it each year to manage conditions like diabetes and high blood pressure from home. But the rules that make this possible are temporary, and expire at the end of 2027. If that happens, much of the care that's been safely delivered virtually since 2020 will move back into the doctor's office, becoming more costly, less convenient, and for some patients, out of reach altogether. Especially for patients in rural communities, the results would be absurd: **they would have to drive to a clinic just to take the same video call they could have taken from home.**

2X

more beneficiaries
used telehealth in Q1
2025 than Q1 2020

OUR SOLUTION

Guarantee Medicare patients can see their doctor from home.

LET NURSES DO THEIR JOB

27

states + DC where
Medicare restricts
nurse practitioners
beyond state law

In more than half of states, nurse practitioners are permitted to diagnose illnesses, prescribe medication, and manage chronic diseases without physician oversight, consistent with their advanced education and training. But Medicare imposes restrictions that those states do not. As a result, the same nurse practitioner who prescribes a Medicare patient's heart medication can't sign off on their cardiac rehab, and the one who manages a patient's diabetes can't certify their need for therapeutic shoes – even when state law would otherwise allow it. With about 40% of Medicare beneficiaries now receiving care from nurse practitioners, **these federal restrictions waste clinician time, delay care, and leave invaluable healthcare capacity on the table.**

OUR SOLUTION

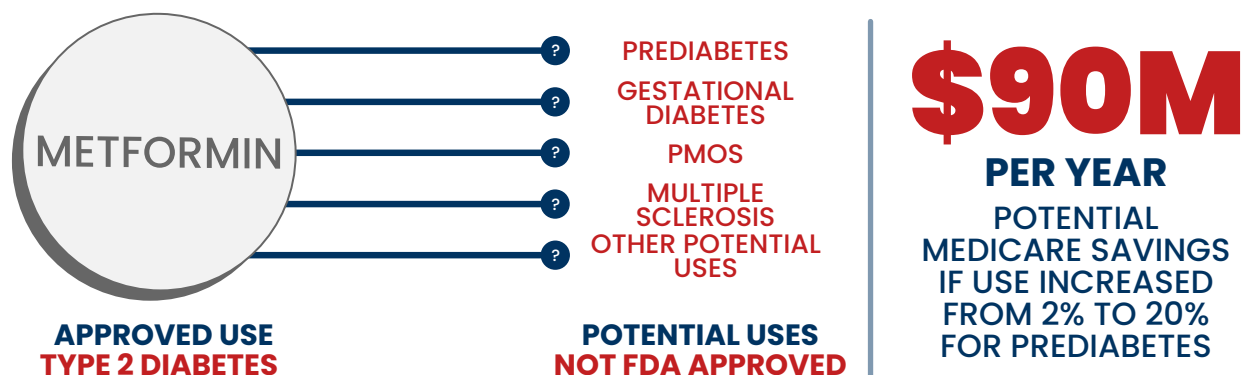
Let nurse practitioners provide the care they're already qualified and licensed to provide.

2 LOWER DRUG COSTS AND ACCELERATE INNOVATION

America leads the world in developing life-changing medicines, but patients often wait too long for new treatments and pay too much for existing ones. Burdensome rules, broken incentives, and patent abuse can slow down or prevent the most promising treatments from getting approved, keeping cheaper versions of existing drugs off the market for years. To bring costs down, and to get more cures to patients faster, we need to remove the barriers so that new treatments, generics, and biosimilars can reach patients faster and at lower cost.

REPURPOSE GENERIC DRUGS

Affordable generic drugs can sometimes be repurposed to treat conditions beyond the ones they were initially approved for. But companies often have little incentive to fund the clinical trials needed to prove a new use since their competitors can also benefit without bearing any of the trial's cost. For example, two decades ago, NIH-funded research found that the generic type 2 diabetes drug, metformin, is also effective at reducing the progression of prediabetes to diabetes. But today, that repurposed use still lacks FDA approval and usage remains low. Addressing this market failure by rewarding repurposing research and trials could make it easier for patients to access cost-effective treatments, improve health outcomes, and potentially **save patients and taxpayers tens of millions of dollars in drug costs and avoided healthcare spending per drug.**



OUR SOLUTION

Create a prize for proving inexpensive generic medicines can successfully treat new diseases.

MODERNIZE CLINICAL TRIALS

Clinical trials are how promising discoveries in a lab are proven safe and effective enough to become medicines patients can use. But our system for conducting them is too slow and too hard to access. Today, it takes over a year on average just to prepare the FDA application to start an early-phase trial, in part because FDA's requirements don't clearly scale with a trial's level of risk. That delay has pushed some companies to move early trials to places like Australia, **where a streamlined review process can get trials started within a few months.**

12+

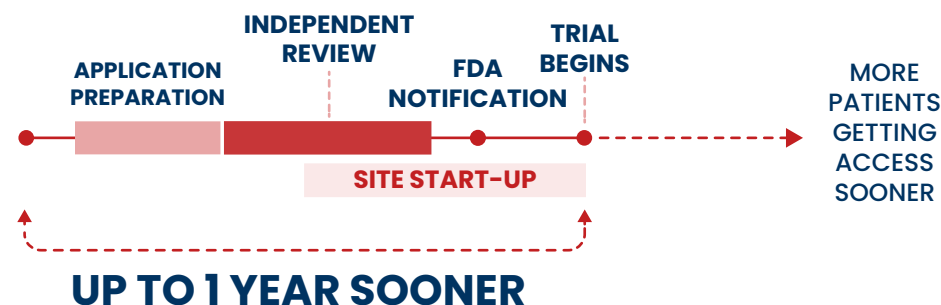
months to prepare the application needed to seek FDA clearance

At the same time, access to clinical trials is also a problem, in part because they are often run at institutions far from the patient's home. For example, fewer than 5% of eligible cancer patients participate, despite 70% being willing. Ultimately, **more than half of trials take longer to get started than planned**, promising treatments take longer to reach patients, and the patients who could benefit most may not be able to join a trial at all.

CURRENT SYSTEM



ALTERNATIVE PATHWAY



OUR SOLUTION

Get early-phase trials started sooner and make it easier for patients to access trials closer to home.

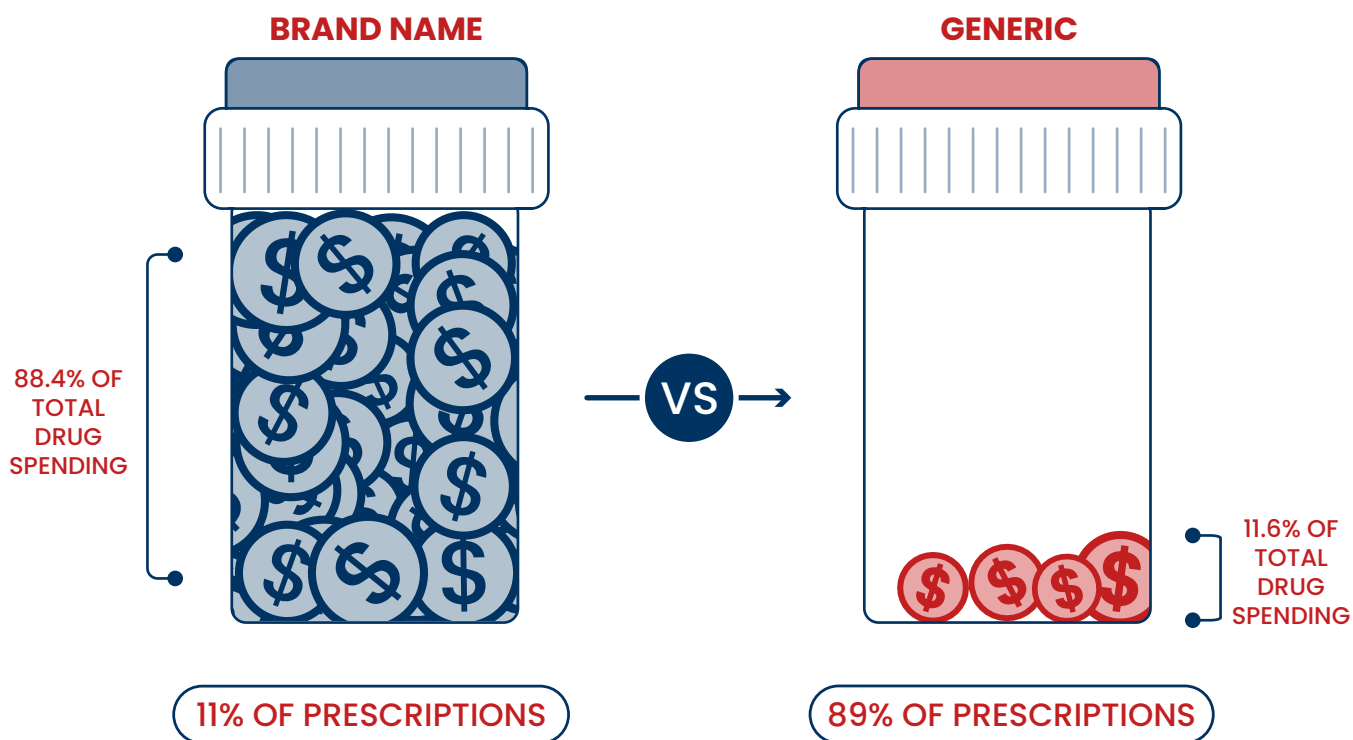
EXPAND ACCESS TO CHEAPER MEDICINES

Generics and biosimilars are the lower-cost alternatives to brand-name drugs that can become available once a brand's patents expire. They're the single biggest source of drug savings in the country, **saving patients and the health system an estimated \$496 billion in 2025 alone**. But brand-name manufacturers can use dozens or hundreds of layers of overlapping patents to delay competition from generic drugs. The practice can keep lower cost alternatives off the market for years and leave patients and taxpayers paying brand-name prices long after competition should have arrived.

\$166B

savings to Medicare from generics in 2025

BRAND NAME VS. GENERIC SPENDING



OUR SOLUTION

Stop drug companies from using piles of overlapping patents to keep low-cost alternatives off the market.

3 STOP PAYING FOR WASTE

Too much of what America spends on healthcare never makes anyone healthier. Those costs include higher payments for the same care depending on where it is delivered, and the inefficiencies that arise when patients' records don't follow them from one provider to the next. Cutting these unnecessary costs can lower what patients and taxpayers pay while improving the care patients receive.

ENSURE HEALTH RECORDS FOLLOW THE PATIENT

When a patient moves from one doctor's office to another, or visits the hospital, their health records should follow. When that doesn't happen, patients may undergo tests they have already had, while clinicians spend time tracking down or re-entering data and make decisions on incomplete information.

Federal information-blocking rules were designed to address this by barring providers and vendors from making it harder for other providers to access a patient's records. And a new CMS rule, taking effect in 2027, will require certain insurers to give treating providers electronic access to the claims, encounter, clinical, and prior authorization information of tens of millions of patients. But enforcement of the existing rules has lagged, and the success of the new rule will depend on its implementation.

71%

of hospitals report routine access to necessary clinical information from outside providers

OUR SOLUTION

Make it easy and secure for doctors and hospitals to share healthcare records.

PAY THE SAME PRICE FOR THE SAME CARE

Our tax dollars shouldn't pay more for a service just because a hospital owns the building where it is delivered. But for many procedures, Medicare pays multiple times more for care when it's delivered at a hospital's outpatient department rather than a doctor's office. **Eliminating that gap would save taxpayers more than \$150 billion over the next decade** while reducing cost-sharing payments for patients. It would also remove an incentive for hospitals to buy up independent physician practices and rebill their services at a higher hospital rate, which has contributed to consolidation and diminished competition across the healthcare industry.

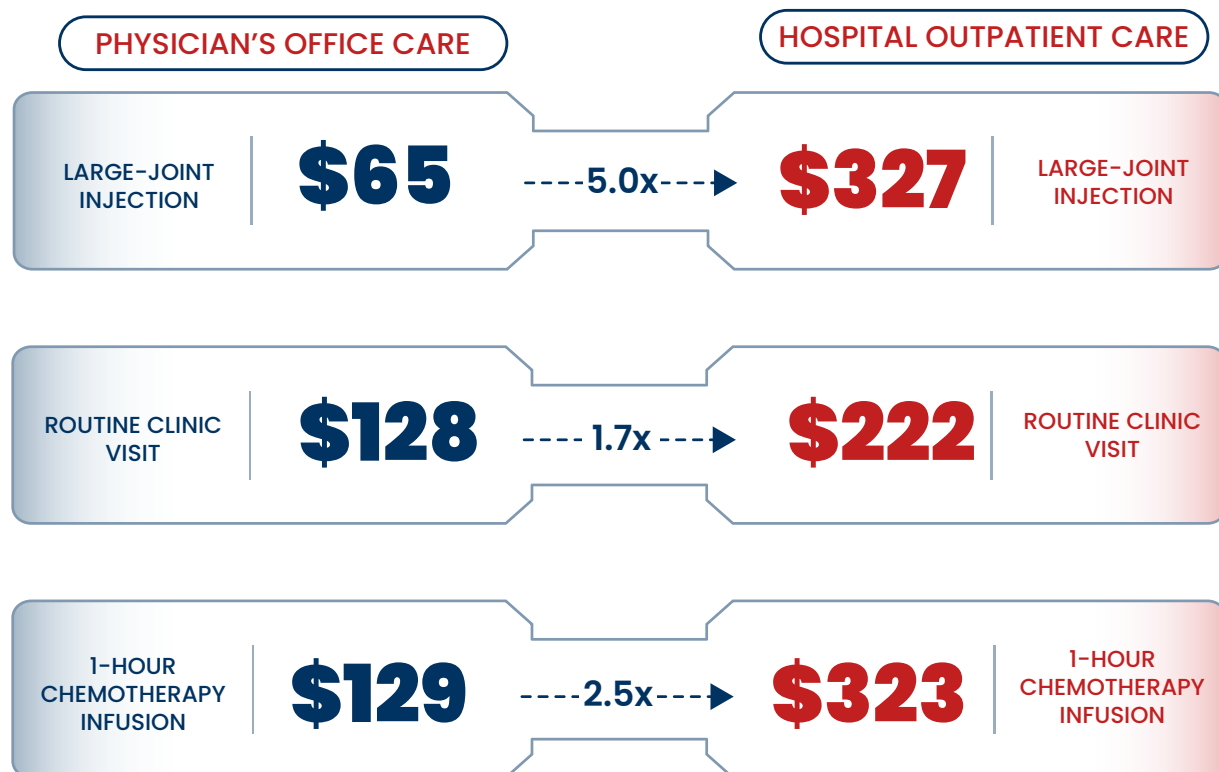
47%

of physicians worked for hospitals or health systems in 2024

30%

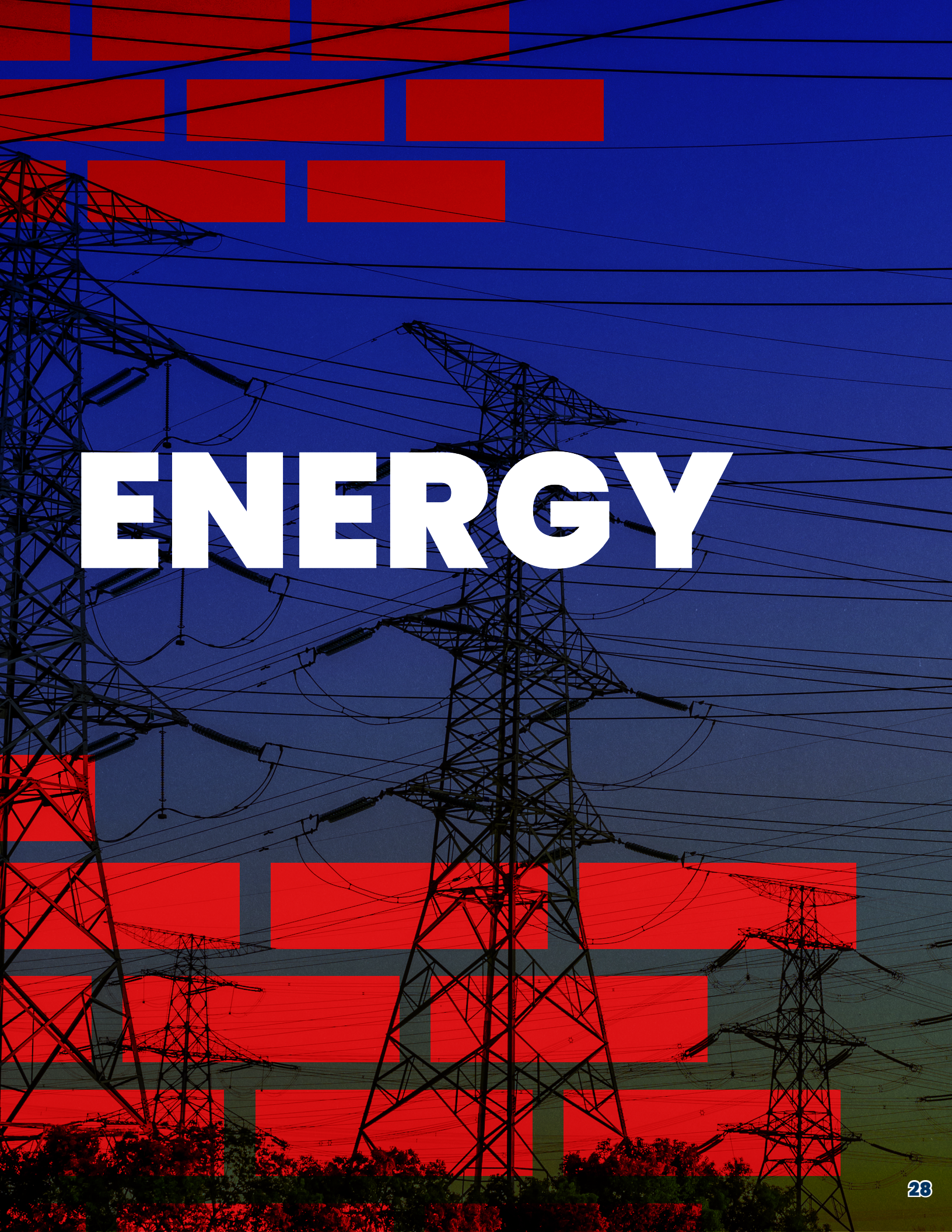
of physicians worked for hospitals or health systems in 2012

SAME CARE. HIGHER PRICE.



OUR SOLUTION

Stop Medicare from paying more for routine services just because they're delivered at a hospital-owned clinic instead of a doctor's office.



ENERGY

CHEAPER POWER

MORE ENERGY SUPPLY

A STRONGER GRID

LOWER ENERGY BILLS

Electricity powers nearly everything, from our homes and hospitals, to farms and factories, to the emerging industries that will define the future. But after nearly two decades of relatively flat demand, America needs a lot more power, and **our ability to produce and deliver it is not keeping pace.**

Families and businesses are already paying the price. Residential electricity prices are up more than 5% over just the past year and nearly 33% over the past five. As our grid grows more constrained, Americans will face even higher electricity bills and have less reliable access to power.

That's why **our plan is to produce more of the energy America needs and make better use of the grid we already have.** That means expanding our supply of power by bringing new sources of energy online. It means moving more power onto and through the grid. And it means finally fixing the permitting process that can leave new energy projects waiting for years before construction can even begin.

Together, these steps can **help supply keep up with demand, make our grid more reliable, and lower energy costs for Americans.**

1

REDUCE PERMITTING DELAYS

MODERNIZE ENVIRONMENTAL
REVIEW

ENSURE PERMITTING
CERTAINTY

GET PERMITS ONLINE

2

MOVE MORE POWER ONTO AND THROUGH THE GRID

MODERNIZE THE
INTERCONNECTION PROCESS

GET MORE POWER OUT OF
THE GRID WE ALREADY HAVE

CONNECT AMERICA'S
REGIONAL GRIDS

3

BUILD THE NEXT GENERATION OF AMERICAN POWER

SCALE THE TECHNOLOGIES
THAT ALREADY WORK

FIX FEDERAL FINANCING FOR
FIRST-OF-A-KIND PROJECTS

STREAMLINE NUCLEAR
REGULATION

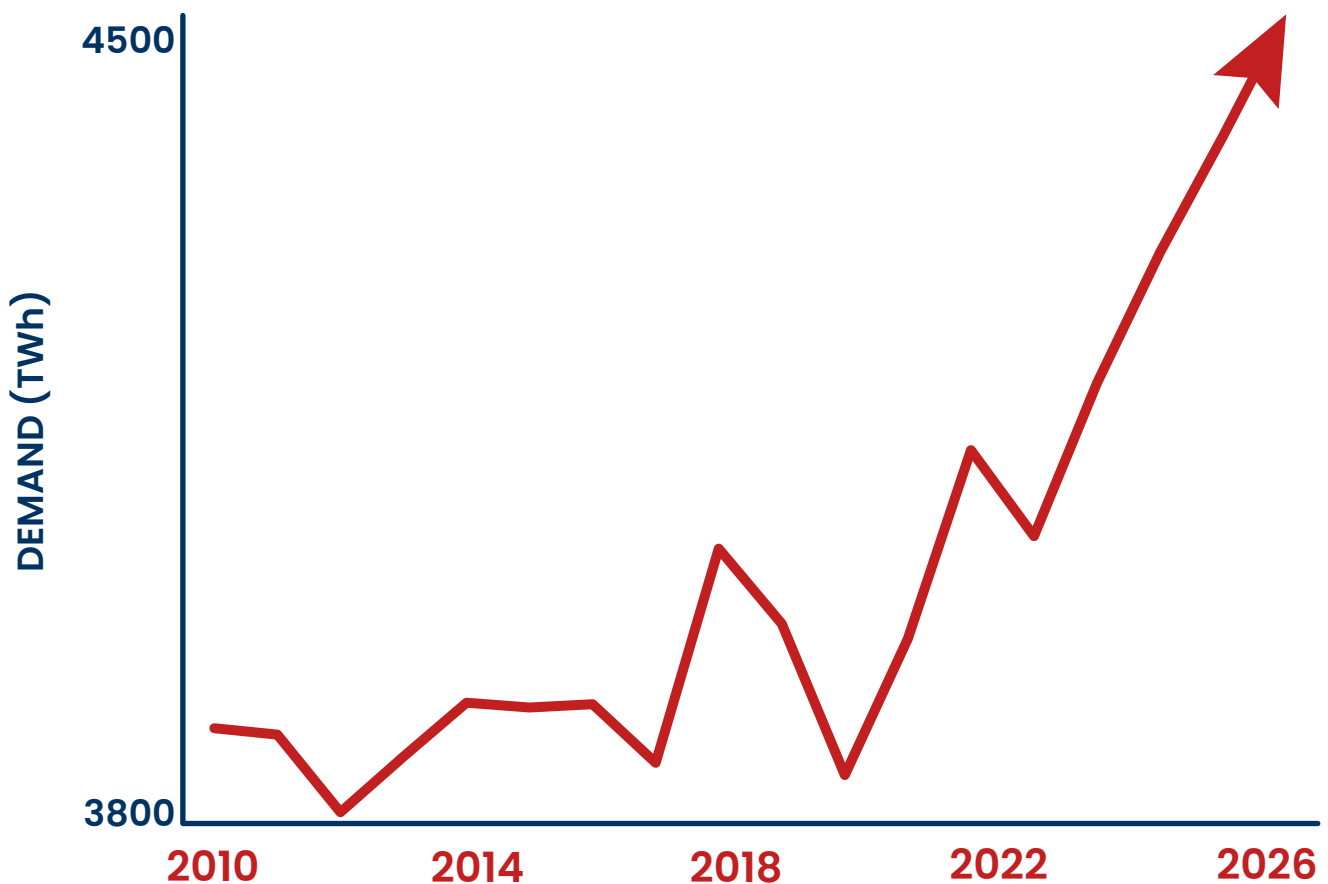
DEVELOP NEW SOURCES OF
ENERGY

1

REDUCE PERMITTING DELAYS

The federal permitting process is slow – driving up costs, deterring investment, and causing builders to abandon projects that would bring new energy online. Environmental reviews for routine projects can still take months, and for more complex projects they can take years. **In the worst cases, it can take longer to clear the permitting process than to build the project itself.** We can increase energy production and protect the environment at the same time by making the process more efficient and ensuring that once a permit is issued, it isn't stalled by endless litigation or canceled by a future administration with different priorities. In addition, bringing the systems that manage the permitting process into the digital age will also help bring new energy projects online faster and cheaper without sacrificing real environmental protection or public input.

ELECTRICITY DEMAND IS RISING



MODERNIZE ENVIRONMENTAL REVIEW

Anytime the federal government plays a role in developing a project, it can trigger environmental review under the National Environmental Policy Act (NEPA). Even minimal federal action can result in review, so each year, agencies end up reviewing tens of thousands of projects. The vast majority are unlikely to have significant environmental impacts and are cleared with a categorical exclusion, the simplest form of review. But for some projects, even this review can take months. And even when it doesn't, the volume of reviews to clear – including activity as simple as an agency picnic – can stretch agency resources and pull staff time away from more consequential work.

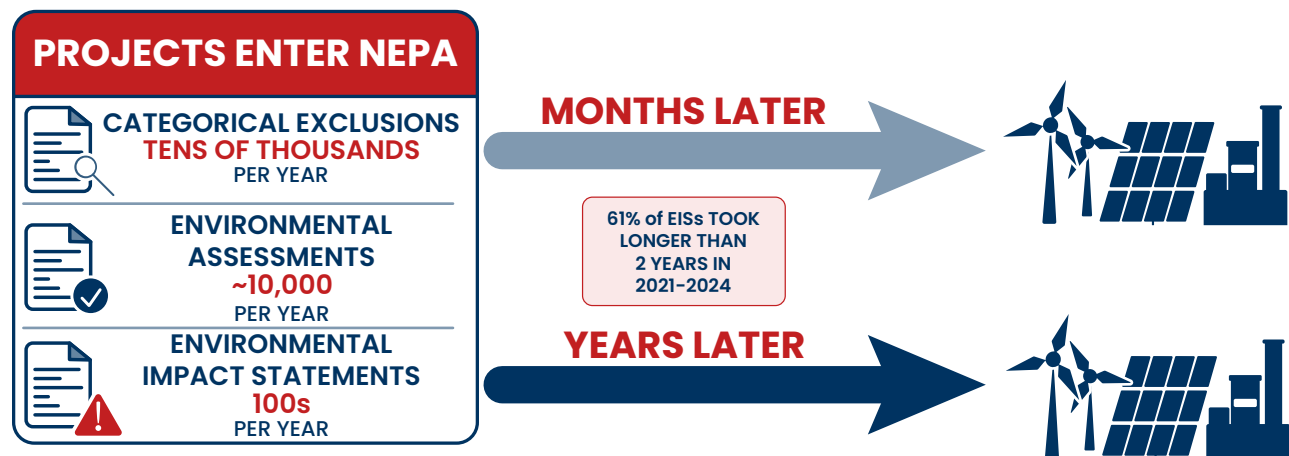
For projects that are expected to significantly affect the environment, preparing an environmental impact statement (EIS), the most in-depth form of review, can take years. This is in part because project approvals can later be challenged in court, so agencies are incentivized to spend more time and effort preparing exhaustive records designed to withstand litigation. But **these delays can mean millions of dollars in added costs and years before needed infrastructure and services are delivered.**

2.4

median years
to complete an
EIS between 2021
and 2024

3.8

average years
to complete an
EIS between 2021
and 2024



OUR SOLUTION

Speed up reviews by clarifying which projects need them, streamlining review for low-impact projects, and enforcing agency review deadlines.

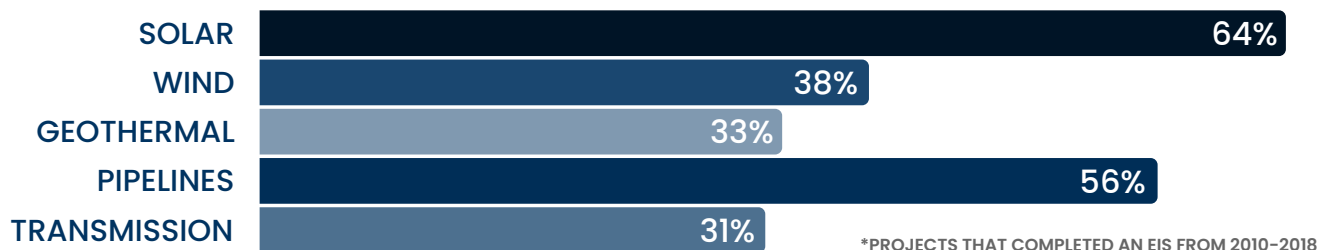
ENSURE PERMITTING CERTAINTY

Even after an energy project is permitted, legal challenges – including by litigants who never meaningfully participated in the public review process in the first place – remain possible for years after agency review is complete, and can add years of additional delay to the process. A fully approved permit can also be revisited or revoked by a future administration, something developers have experienced under both parties. That uncertainty inflates the risk and cost of investment and can significantly delay projects even after they clear environmental review.

20

median months
of litigation for
challenged
energy projects

ENERGY PROJECT LITIGATION RATES



OUR SOLUTION

Protect final approvals from drawn-out litigation and arbitrary reversal by future administrations on a technology-neutral basis.

GET PERMITS ONLINE

Delays in the permitting process are compounded by the antiquated infrastructure used to run it. Too many applications still rely on paper forms and PDFs, reviews that span multiple agencies are not centralized, and there is no single hub applicants can rely on to see where their project stands. Digitizing information, transitioning to a cloud-based system, and sharing data between agencies can shave weeks off the time it takes to review a permit, improve the experience for applicants, and save staff hours currently spent on manual and uncoordinated processes.

OUR SOLUTION

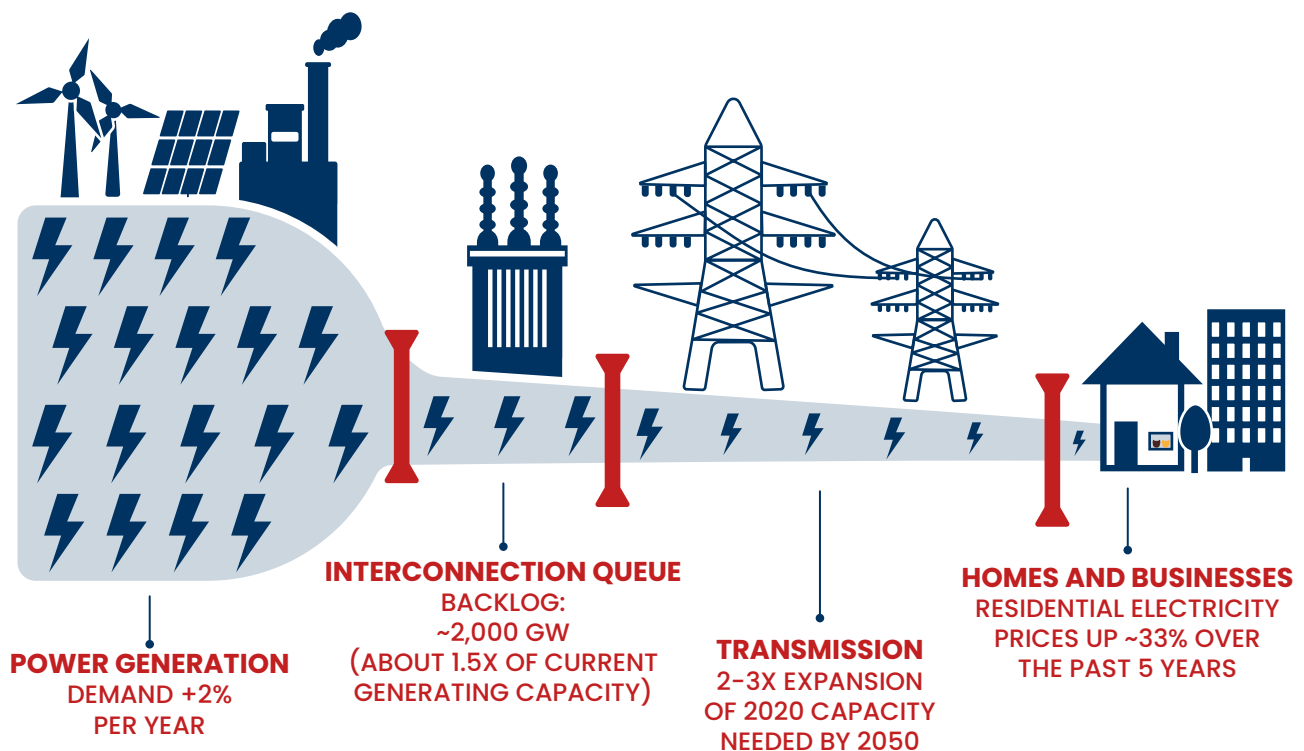
Bring federal environmental reviews online and make them trackable.

2 MOVE MORE POWER ONTO AND THROUGH THE GRID

Expanding America's energy supply isn't just about generating more power. We also have to get that power onto the grid and move it to the people and businesses that need it.

But today, **new generation projects can wait for years before they can connect to the grid, and new transmission lines can take more than a decade to permit and build** and involve costly and contentious land acquisition. At the same time, weak links between regional grids can strand power in one region while another runs short. Addressing each of these constraints – including by modernizing the interconnection process, upgrading existing lines and grid technology, and better connecting our regional grids – will unlock more power and make the grid better able to deliver it where and when it is needed.

A BROKEN GRID LIMITS OUR POWER



MODERNIZE THE INTERCONNECTION PROCESS

New power projects can take around five years to actually connect to the grid and deliver electricity to customers. In recent years, federal regulators have taken meaningful steps to address one major source of the delay: the way new applications are processed and prioritized. But the technical review needed to determine how a project will affect the grid can still be slow and labor-intensive. Many grid operators rely on manual processes, even as new automation tools show considerable promise in reducing the time it takes to complete these studies. At the same time, rules for reusing existing grid connections for new energy projects remain inconsistent. Updating these rules and making technical reviews more efficient would dramatically accelerate how quickly new power reaches the grid.

OUR SOLUTION

Automate and standardize interconnection studies with guardrails to ensure consistent results.

GET MORE POWER OUT OF THE GRID WE ALREADY HAVE

Transmission lines carry large amounts of electricity from power plants to the communities where it is used. But building new lines to meet growing demand is expensive and slow: on average, it takes about a decade to complete the process. In many cases, it can be significantly cheaper and faster to upgrade and replace the lines we already have. Grid-enhancing technologies – software and equipment upgrades that help utilities manage lines more efficiently – **can increase the capacity of existing lines by 10 to 40%**, and replacing older wires with advanced conductors can roughly double the power they can carry over the same rights-of-way. **Yet utilities are incentivized to build expensive new infrastructure rather than use technology upgrades** to get more out of the grid we already have. As a result, some of the cheapest and fastest ways to move more power go unused, while customers are left paying for costlier new construction.

OUR SOLUTION

Incentivize utilities to build cost-effective upgrades that increase capacity and lower costs.

CONNECT AMERICA'S REGIONAL GRIDS

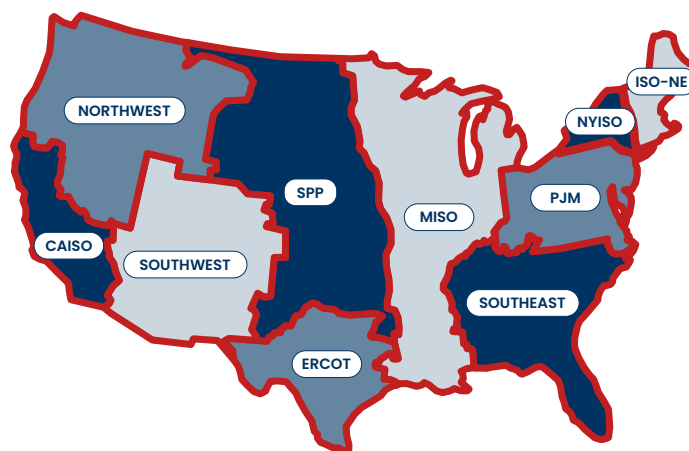
America's electric grid is divided into regional systems that plan energy projects to meet their own usage needs, but have limited ability to share power with one another. That means cheaper power in one region can't always reach consumers in another, which raises costs because regions have to rely more heavily on their own generation. The disconnect can also become dangerous in a crisis: one region can run short of electricity while its neighbor has power to spare.

But our ability to move power between regions hasn't meaningfully improved in recent years, despite federal rules requiring neighboring regions to coordinate. Part of the reason is that projects crossing state and regional boundaries are harder to plan and finance. Local projects often take priority, and regions struggle to allocate costs for their joint projects. The result is a grid that is less reliable in emergencies, and less efficient overall, because power can't always move to where it's needed most.

2%

of total transmission mileage added or upgraded each year between 2011 and 2020 that was interregional

AMERICA'S DISCONNECTED REGIONAL GRIDS



OUR SOLUTION

Require neighboring grid regions to plan together, share costs fairly, and increase transfer capacity.

3 BUILD THE NEXT GENERATION OF AMERICAN POWER

To keep up with America's growing energy demands, we have to bring new power online. That includes tapping proven but underused energy sources like nuclear, emerging ones like enhanced geothermal, and still experimental ones like superhot geothermal and commercial fusion. Each technology is at a different stage of development and faces different barriers. But the goal is the same: use federal policy and investment to help promising energy sources move from development to deployment so that they can be put to use powering American homes and businesses.

SCALE THE TECHNOLOGIES THAT ALREADY WORK

Enhanced geothermal moved quickly from pilot to commercial operation in under five years, with the first utility-scale project coming online in Utah this year. Over successive generations of wells, drilling time has fallen from 70 days to 21 or fewer, even as wells have gotten deeper, hotter, and roughly five times more productive. Gigawatts of enhanced geothermal energy are now ready for commercial development in the western United States – reliable, always-on power that can reach the grid this decade. Likewise, other emerging technologies, including advanced nuclear and long-duration energy storage, hold enormous potential to transform our energy system. But for each, financing the first wave of commercial projects before costs and risks fall enough to attract traditional investors can be a challenge. Without those first projects, industry loses the chance to learn by doing and make each new project cheaper and faster.

65M

Homes that could be powered by enhanced geothermal systems by 2050

OUR SOLUTION

Utilize tax and financing tools that accelerate the deployment of emerging technologies, and clear permitting and interconnection barriers that hold them back.

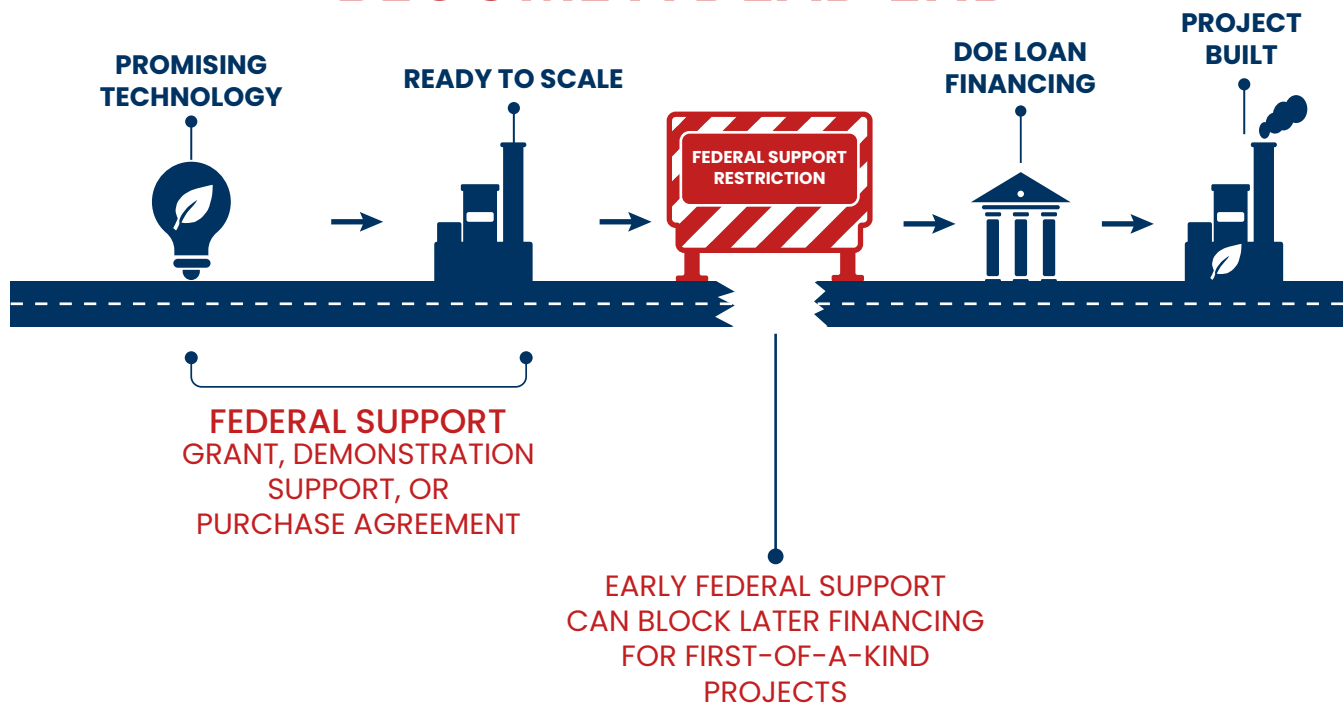
FIX FEDERAL FINANCING FOR FIRST-OF-A-KIND PROJECTS

The Department of Energy's Office of Energy Dominance Financing (EDF) exists to finance high-impact energy projects that private lenders consider too risky. Its investments have helped launch America's utility-scale solar industry and its leading electric vehicle maker, and are now financing the first-ever restart of a retired commercial nuclear plant. But federal rules can bar promising projects from accessing this financing if they have active federal grants, cooperative agreements, loans, or purchase agreements with federal agencies. This means that **an early federal vote of confidence in a project, including an agreement to buy the energy being produced, can later block access to the financing needed to actually get it built.**

2%

EDF's actual and estimated losses as a share of total disbursement

DON'T LET FEDERAL SUPPORT BECOME A DEAD END



OUR SOLUTION

Narrow when federal financing restrictions apply so that promising projects aren't unnecessarily held back.

STREAMLINE NUCLEAR REGULATION

Nuclear power can provide large amounts of clean, reliable electricity, but some regulations add to the cost of developing it without improving safety. For example, developers can be required to use specialized nuclear-grade materials – like nuclear-grade concrete, which is nearly 50% more expensive than commercial-grade – in non-safety structures of a plant where using commercial-grade materials would be just as safe. Because upfront construction costs can account for up to 70% of a nuclear plant's lifetime costs, bringing them down can significantly lower the overall cost of the electricity it produces. Likewise, federal law can subject new spent-fuel recycling facilities that use modern recycling methods to a multi-step licensing process that was designed for older technologies. Creating a streamlined pathway for these modern facilities would enable their development and allow the reuse of spent fuel that would otherwise just be stored.

OUR SOLUTION

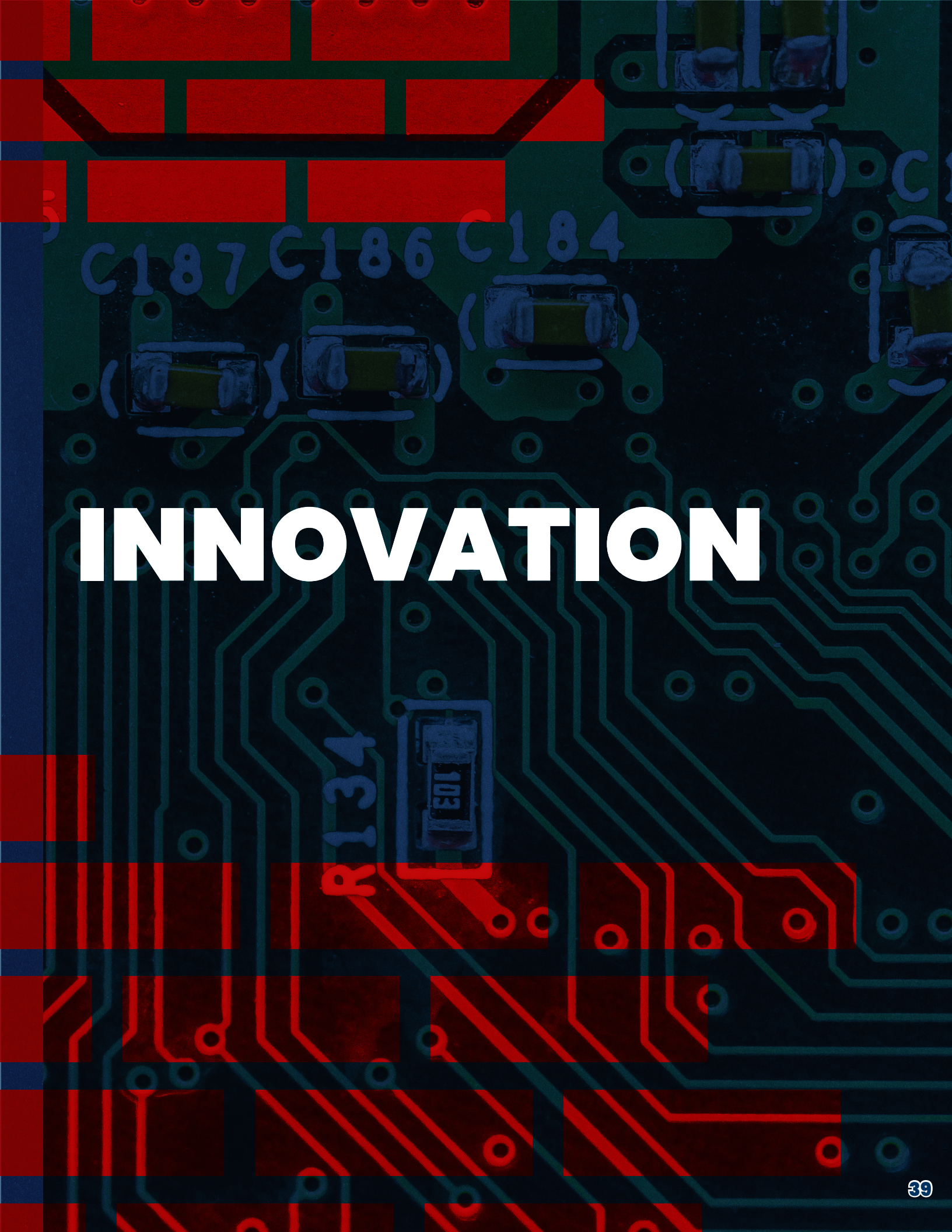
Allow commercial-grade materials for non-safety-related construction and streamline the licensing process for modern fuel recycling facilities.

DEVELOP NEW SOURCES OF ENERGY

Superhot-rock geothermal could generate five to ten times more energy from a single well than conventional systems by tapping heat that's already available beneath much of the country. Commercial fusion could go even further, producing enormous quantities of reliable, clean energy. But despite their promise, private investors can be hesitant to take on the risk of proving that these technologies will work at scale. That's where the federal government can help. Over the past decade, a federal test site has helped demonstrate a commercial pathway for enhanced geothermal that private developers have continued to build on. We can take a similar approach here: back promising ideas while protecting taxpayer dollars by requiring each technical milestone to be met before funding the next.

OUR SOLUTION

Expand the federal test infrastructure and milestone programs needed to accelerate the development of new energy technologies.



INNOVATION

FASTER CURES AND BREAKTHROUGHS

**MORE
BREAKTHROUGHS**

**LESS
PAPERWORK**

BETTER SCIENCE

America leads the world in scientific research and technological development, thanks in part to robust federal investment in basic science. Public funding has helped produce breakthroughs that have reshaped modern life, from GPS and the Internet to GLP-1s, while strengthening the broader economy. It is estimated that **every federal dollar invested in research and development will add nearly four dollars** in economic growth over the next 30 years.

But our lead is narrowing, and we’re not getting everything we could from the nearly \$200 billion the federal government invests in research and development each year. Today, scientists spend too much time on paperwork instead of research, federal grantmaking rewards incremental research instead of ambitious breakthrough science, and too little is invested in making the federal research enterprise itself more productive.

That’s why our plan isn’t just to invest more in research and development, but to make our existing investments go further. That means cutting paperwork so that scientists can spend more time doing science. It means testing new grantmaking and peer-review mechanisms to fund more breakthrough science. And it means building the infrastructure needed to allow scientists to unlock the benefits of AI in their work. By making American science work better today, we can produce more of the medicines and technologies that will improve people’s lives tomorrow.

1

**FUND SCIENCE, NOT
PAPERWORK**

SIMPLIFY GRANT
APPLICATIONS

CUT RESEARCH RED TAPE

2

**INVEST IN BREAKTHROUGH
SCIENCE**

MAKE EXISTING SCIENCE
FUNDING GO FURTHER

FUND AMBITIOUS SCIENCE

BUILD X-LABS FOR MODERN
SCIENCE

3

**ADVANCE
AI FOR SCIENCE**

UNLOCK FEDERAL DATA FOR
AI-POWERED SCIENCE

OPEN AND AUTOMATE THE
NATION’S LABORATORIES

SECURE COMPUTE FOR
SCIENCE

CONNECT THE NATION’S
SCIENTIFIC INFRASTRUCTURE

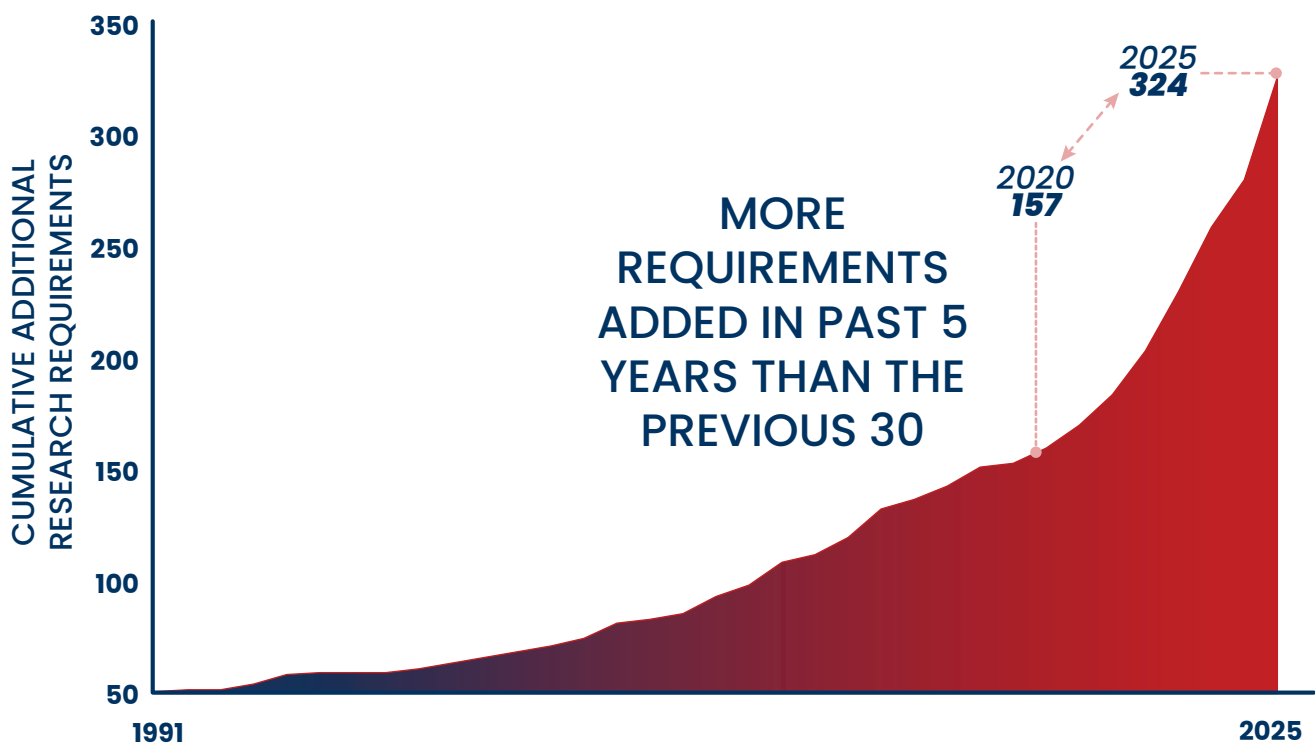
1

FUND SCIENCE, NOT PAPERWORK

America's best scientists spend nearly half of their federally funded research time on administrative tasks. That's more than 50 million hours a year spent on paperwork instead of science, and the burden is only getting worse. In the past five years, the federal government has added or revised more research requirements than it did in the previous 30 years combined. Grant applications that were once four pages can now exceed 100, while post-award reporting has grown from a half-page summary to pages of detailed reports. **NIH now spends about \$3.7 billion in grant funding each year just paying researchers to comply with its own rules.**

We should be funding science, not paperwork. By simplifying grant applications and cutting unnecessary administrative requirements that pull scientists away from the lab, we can cut scientific administrative burden in half and return tens of millions of hours to science.

SCIENTISTS FACE MORE RED TAPE EVERY YEAR



SIMPLIFY GRANT APPLICATIONS

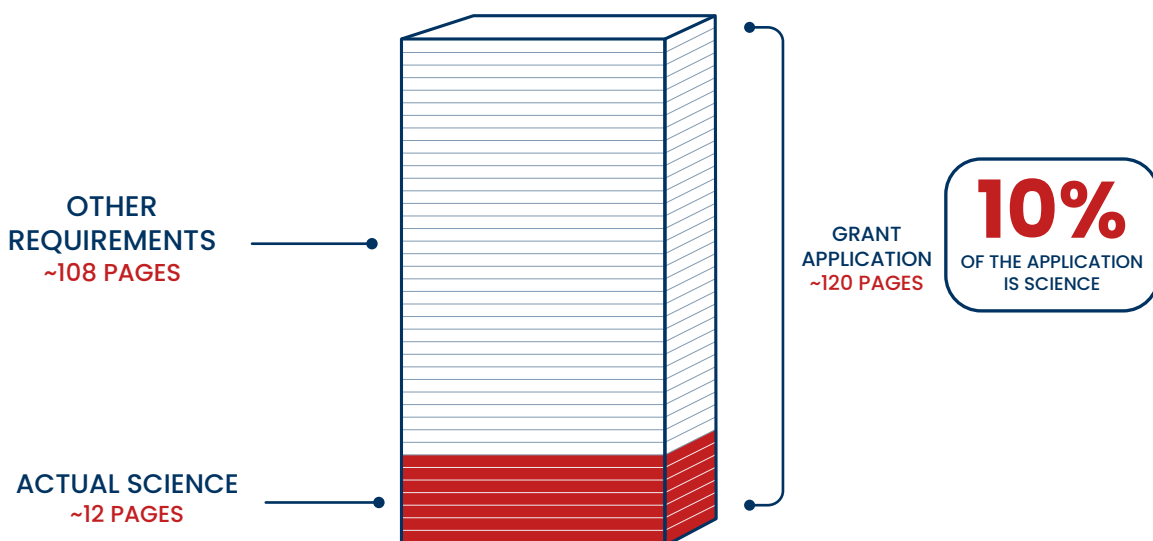
Scientists spend over 10 million hours applying for federal research grants each year. But for the roughly 80% of applications that will never receive federal funding, a lot of that time is just wasted. That's because **applicants have to spend countless hours on paperwork and administrative requirements that have little to do with whether their underlying science is worth funding** – such as completing research security training to drafting detailed mentoring, data management, and biosafety plans.

10M

hours per year spent
by researchers
completing scientific
grant applications

Programs at DARPA and the Department of Energy have reduced this burden using two-stage review. Researchers submit just a short summary of their idea first, and only the most promising applicants are invited to submit a full proposal, including the required administrative materials. Extending this approach across scientific agencies – with guardrails like annual submission limits and strict quality standards – **would save researchers whose applications aren't funded over a million hours each year**, without lowering standards for the projects that do receive funding.

GRANT APPLICATION LENGTH



OUR SOLUTION

Implement two-stage peer review across scientific agencies.

CUT RESEARCH RED TAPE

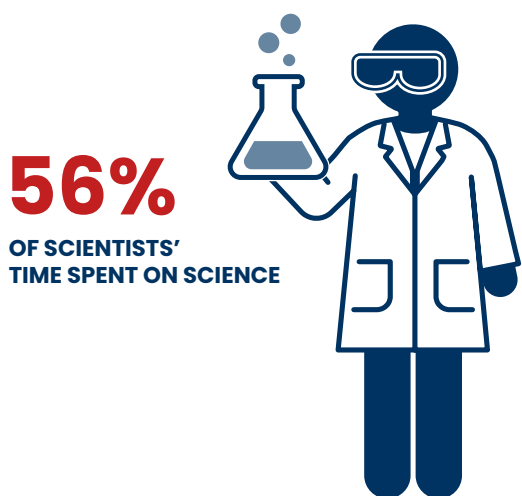
Over the last decade, the number of research requirements imposed on federal grant recipients has exploded. Researchers must comply with an expanding set of rules governing everything from research security and financial disclosures to data management, reporting, and documentation. Agencies regularly add new rules but rarely assess whether they work and at what cost. And because agencies write their requirements independently, the nearly one-third of researchers who receive funding from multiple agencies are forced to navigate inconsistent rules and unstandardized definitions and application forms.

215

new or revised
research
requirements
since 2016

Part of why these rules keep piling up is that no one in the federal government is responsible for cleaning up and harmonizing them. As a result, the average researcher spends 44% of their federally funded research time on administrative tasks rather than science, and Americans pay for paperwork rather than scientific discovery. By streamlining these requirements, **we can return more than 25 million research hours per year to science.**

SCIENTISTS SPEND NEARLY HALF OF THEIR TIME ON PAPERWORK



OUR SOLUTION

Establish a centralized body to streamline federal research regulations and cut administrative burden in half.

2 INVEST IN BREAKTHROUGH SCIENCE

The nature of science is changing, and our funding institutions must change with it. Today's breakthroughs increasingly come from two kinds of work: team-based, infrastructure-intensive research, and ambitious paradigm-shifting exploration. **But the way we fund science hasn't changed in decades.** Grants still flow through the same conservative peer-review processes to the same short-term individual awards, with little effort to test whether using alternative approaches for certain projects would produce more discoveries per dollar.

Modernizing how the federal government's nearly \$200 billion research and development budget is allocated and administered, and making existing funds go just 5% further, could effectively unlock \$10 billion a year to improve the lives of Americans – **equivalent to a second National Science Foundation.**

MAKE EXISTING SCIENCE FUNDING GO FURTHER

Virtually none of the federal government's nearly \$200 billion investment in research and development is spent on learning how to make that money go further. Agencies often don't know which grant review and funding methods advance the most promising science, or which administrative requirements are worth their cost. That's because most agencies don't have teams dedicated to answering those questions. Metascience units – small teams within agencies that test new ways to review and fund grants, identify processes that waste time, and recommend better ways to allocate research funding – can fill the gap and **figure out what works so we can stop doing what doesn't.**

3

months cut from grant application to award in a pilot led by the UK Metascience Unit

OUR SOLUTION

Establish metascience units at each major scientific agency.

FUND AMBITIOUS SCIENCE

Transformative scientific breakthroughs often come from researchers taking risks and pursuing open-ended questions. But federal grantmaking tends to favor proposals with a predictable path to success, pushing researchers to pursue safer, more incremental work instead of exploratory projects with high potential.

That bias has caused federal grant makers to overlook early work behind breakthrough technologies like the automated gene sequencer and mRNA vaccines. We can counter this by setting aside funding for talented scientists, offering exploratory research grants, and allowing some promising ideas to get funded without winning consensus from a traditional review panel. If we don't, we risk leaving the next generation of breakthroughs on the table.

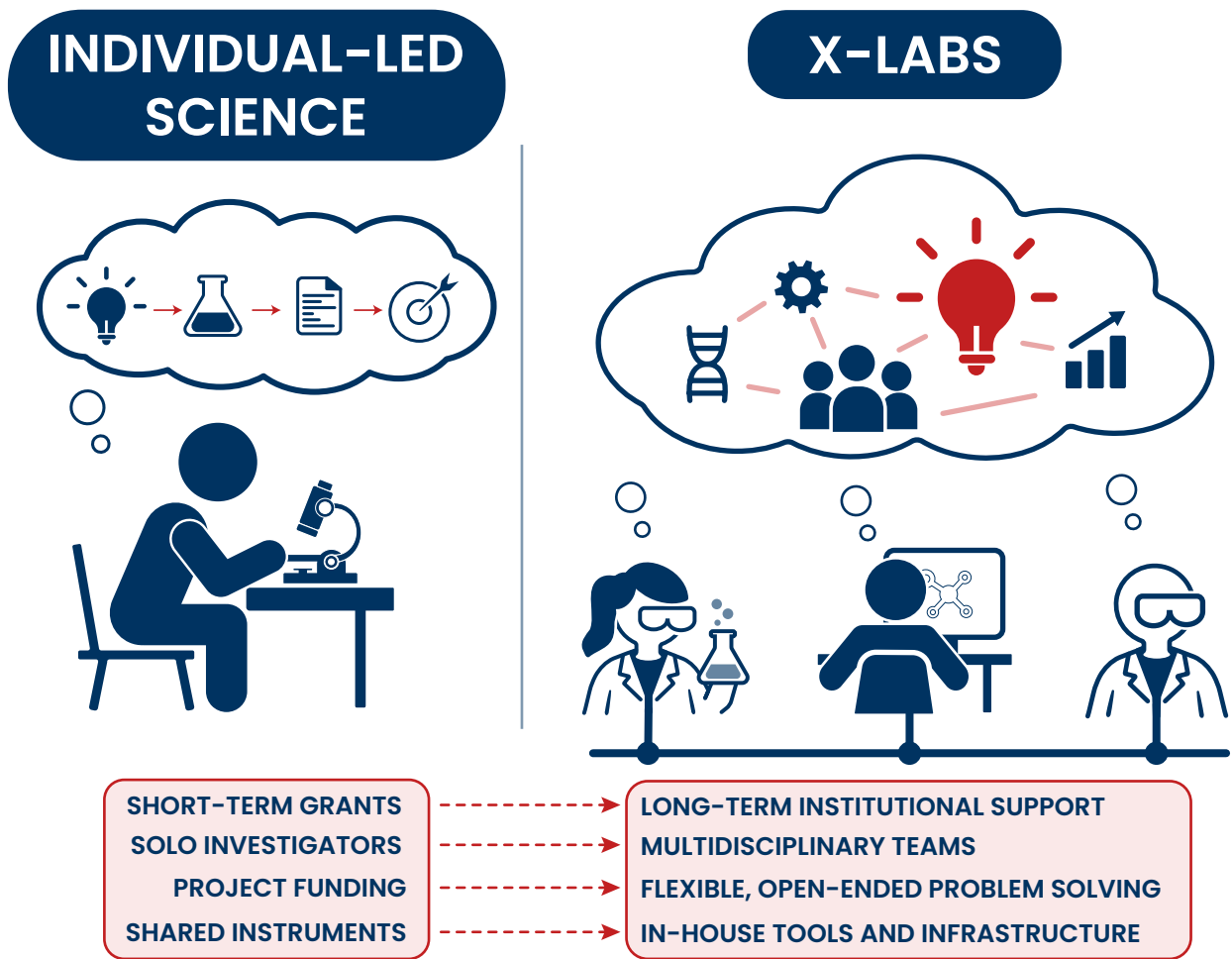


OUR SOLUTION

Scale granting and peer-review mechanisms that reward ambitious science.

BUILD X-LABS FOR MODERN SCIENCE

The vast majority of America's science funding is awarded to individual researchers pursuing predefined, incremental research. But some of today's biggest scientific challenges require a more collaborative and infrastructure-intensive approach. **X-Labs are one answer: multi-year research organizations that bring scientists and engineers together on one team, support long-term investments in shared infrastructure, and give researchers the flexibility to adjust their research as they learn, rather than holding them to the scope of a grant proposal written years in advance.** Dedicating a small percentage of R&D funding to X-Labs would complement individual-led science spending by enabling projects like ambitious fundamental research and the development of new scientific tools that are difficult to pursue in traditional academic or corporate settings.



OUR SOLUTION

Establish 20 X-Labs across scientific agencies.

3 ADVANCE AI FOR SCIENCE

AI is ushering in a new era of accelerated scientific progress. In 2020, determining the structure of a single protein, a process critical to drug development, took scientists four years and \$100,000. **Two years later, AI had predicted more than 200 million protein structures using the federally funded Protein Data Bank.** Similar leaps are possible across scientific domains, but they depend on infrastructure – high-quality data, computing resources, and experimentation capacity – that many fields lack. Without it, American scientists and the public will miss out on this new era of discovery and the breakthroughs that come with it.

The federal government is uniquely positioned to build that infrastructure. But it will require making government scientific data AI-ready, procuring and allocating computing power to researchers who need it, seeding a cloud laboratory network to connect and automate the nation's scientific instruments, and building the connective software that links it all together to let scientists seamlessly access and use these resources. **Together, these investments could double scientific productivity within a decade.**

UNLOCK FEDERAL DATA FOR AI-POWERED SCIENCE

The federal government holds enormous amounts of scientific data that, when analyzed by AI, could unlock new drugs, materials, and energy technologies. **But most of it isn't maintained in a form that can easily be used to support AI-driven analysis.** Some records are still on paper, while others lack necessary context or formatting. NIH's gene sequence archives, for example, hold tens of millions of samples suitable for AI-driven diagnostics and drug discovery, but the labels describing them aren't standardized. As a result, researchers have to spend months cleaning and reconciling data before they can use it. Making federal scientific data AI-ready by default would let researchers spend less time cleaning data and more time doing science.

OUR SOLUTION

Set standards for AI-readiness, reward researchers who release data that meets those standards, and make high-value federal datasets AI-ready.

OPEN AND AUTOMATE THE NATION'S LABORATORIES

AI can generate promising new drug and materials candidates faster than researchers can synthesize or test them in a lab. As AI helps generate new leads, limited lab capacity becomes a bottleneck on scientific discovery. Programmable Cloud Labs offer one solution: partially automated laboratories that researchers can access remotely to run experiments using sophisticated scientific instruments they otherwise wouldn't have access to. Cloud labs have already contributed to advances in carbon capture and battery technologies and promise to turn specialized laboratory equipment into shared scientific infrastructure. That lets scientists design and run experiments faster, from anywhere, while accelerating the development of new medicines, materials, and technologies.

OUR SOLUTION

Scale the National Science Foundation's Programmable Cloud Labs and favor the purchase of federally funded scientific equipment with open software and data standards.

SECURE COMPUTE FOR SCIENCE

Publicly funded scientific research is increasingly held back by a lack of computing power to support AI-driven science. **The private sector's computing capacity is estimated to be growing more than four times faster than university capacity, and nearly twice as fast as the federal government's.** At the same time, private companies are locking up computing resources years before they come online. This gap is already forcing researchers to pursue smaller questions and ration experiments, and, if it continues, it could shut them out of the most ambitious AI-driven scientific work altogether, leaving discoveries with enormous public value to private companies with no obligation to pursue them. The National AI Research Resource Pilot has demonstrated one solution by giving researchers, nonprofits, and small businesses shared access to computing power, data, and AI models. But it needs far more computing resources to meet demand.

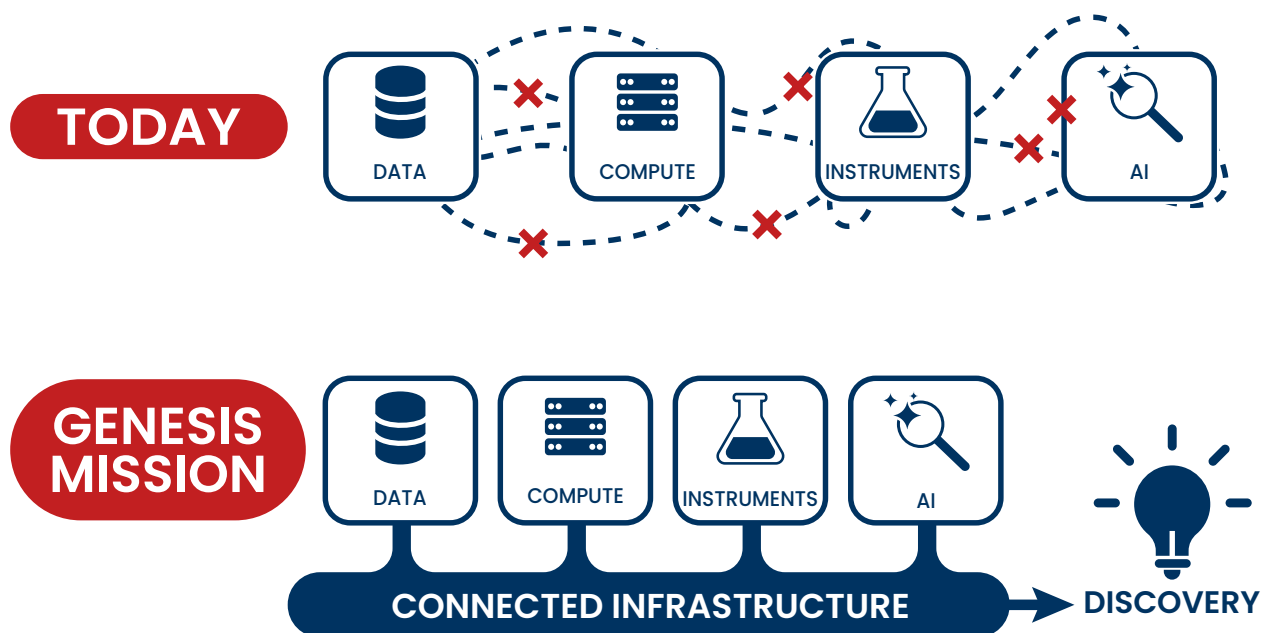
OUR SOLUTION

Expand the National AI Research Resource and fund computing resources for researchers at federal scientific agencies and national labs.

CONNECT THE NATION'S SCIENTIFIC INFRASTRUCTURE

The federal government operates one of the world's most powerful collections of scientific infrastructure – including massive datasets, computing resources, and state-of-the-art instruments and research facilities. Connecting it all is critical to unlocking the full potential of AI-driven science. But today, researchers are still reformatting data, navigating siloed software systems, and using separate credentials just to move information between different resources. This can require significant effort and specialized technical expertise, putting AI-enabled science out of reach for many researchers. The Genesis Mission has begun to address this problem by building a shared platform to connect the nation's scientific tools and by funding teams to apply that platform to priority national challenges. **Scaling and sustaining such a platform could double the productivity and impact of American research and development within a decade.**

ONE SCIENTIFIC BACKBONE



OUR SOLUTION

Permanently authorize the Genesis Mission and build the systems to link the nation's scientific data, computing resources, and instruments.



TRANSPORTATION AND INFRASTRUCTURE

INFRASTRUCTURE THAT ACTUALLY GETS BUILT

**FASTER
PROJECTS**

LOWER COSTS

**MORE WAYS TO
GET AROUND**

America struggles to build the transportation and infrastructure it needs at the speed and cost that Americans deserve. From planning to project delivery, outdated rules, inefficient processes, and poorly designed incentives slow projects down and drive costs up. Ultimately, Americans pay the price through aging infrastructure, higher costs, and transportation systems that don't meet their needs.

That's why **our plan is to approve projects faster, help deliver them on time, and get more out of the transportation system we already have.** That means cutting unnecessary delays in the permitting process. It means giving transit agencies the tools and flexibility they need to make smarter, more proactive decisions about how projects get built. And it means fixing the rules and incentives that keep the dollars we already spend from going as far as they should.

America has the resources and expertise to build world-class infrastructure. Now we need to make it easier to put these strengths to work to actually deliver for communities across the country.

1

GET PROJECTS APPROVED FASTER

DELEGATE ROUTINE
TRANSIT APPROVALS

FAST TRACK VOTER-
APPROVED PROJECTS

EXPAND FAST-41
ELIGIBILITY

2

ACCELERATE AND IMPROVE PROJECT DELIVERY

ALLOW EARLY
WORKS ALONGSIDE
ENVIRONMENTAL
REVIEW

REWARD EARLY
COORDINATION

3

MAKE SMARTER SPENDING DECISIONS

ENABLE PROCUREMENT
BASED ON VALUE, NOT
JUST PRICE

BRING DOWN THE
COST OF BUSES

4

KEEP FREIGHT MOVING

BUILD MORE TRUCK
PARKING

1

GET PROJECTS APPROVED FASTER

It takes too long to build major transit and infrastructure projects in the United States. But a lot of the delay happens before a single shovel ever enters the ground. For public transit projects requiring the most extensive environmental review, the process has historically taken over five years on average, and sometimes spanned thousands of pages. And even for more routine reviews, the process can still take months. During that time, costs rise, projects become harder to plan, and communities are left waiting longer for infrastructure they are counting on. A faster and more predictable permitting process could move projects into construction sooner and put more taxpayer dollars toward building instead of paying for delay.

DELEGATE ROUTINE TRANSIT APPROVALS

Roughly 95% of projects funded by the Federal Transit Administration (FTA) qualify for categorical exclusions during environmental review under the National Environmental Policy Act (NEPA) – the streamlined pathway for actions with no significant environmental effect. But even for a low-risk transit project, securing the exclusion takes real time and effort. The agency still has to prepare extensive documentation and get FTA approval before work can begin, eroding much of the time savings the streamlined pathway is intended to provide.

Highway projects don't face this bottleneck because state departments of transportation can enter into agreements with the Federal Highway Administration to handle low-risk environmental reviews themselves, subject to federal oversight. Extending the same authority to transit projects would speed up routine approvals and allow FTA staff to focus their efforts on reviews where environmental risk is greater.

OUR SOLUTION

Let capable transit agencies complete routine environmental reviews themselves.

FAST TRACK VOTER-APPROVED PROJECTS

When voters approve a major infrastructure project, the federal permitting process should respect that decision and not stand in the way of it getting built. Agencies should respond to the democratic process and prioritize getting these projects approved, focusing their review on any questions the voters genuinely left open. So, for example, if the voters approved a light-rail line, agencies shouldn't spend months or years considering whether a bus would be a more environmentally friendly alternative or engaging in a lengthy comment period. Prioritizing and streamlining reviews of voter-approved projects in this way could dramatically accelerate their delivery and reassure voters their voices are being heard.

OUR SOLUTION

Don't let environmental review revisit project decisions voters have already made.

EXPAND FAST-41 ELIGIBILITY

FAST-41 brings federal agencies together around a lead agency, a public permitting schedule, and clear deadlines to keep major projects moving. **Projects using the program have completed the same scope of environmental review 23% faster** than comparable projects using the traditional process, helping FAST-41 projects deploy sooner at lower cost.

But the FAST-41 pathway is generally limited to projects requiring more than \$200 million in investment, leaving mid-sized and regionally significant projects without the same coordination. Lowering the threshold, while ensuring that the Permitting Council and participating agencies have the capacity and flexibility to manage an expanded portfolio of projects, could shorten review timelines and reduce overall costs for more infrastructure projects.

9.7

months faster for the same scope of environmental review when projects go through the FAST-41 pathway

OUR SOLUTION

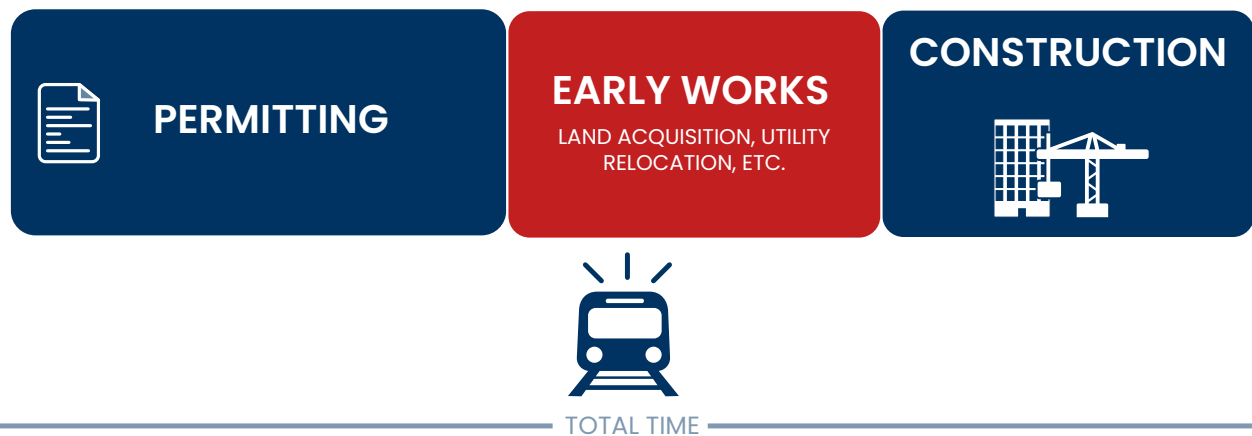
Expand FAST-41 eligibility and provide the resources needed to move more infrastructure projects faster.

2 ACCELERATE AND IMPROVE PROJECT DELIVERY

The United States doesn't just take too long to approve infrastructure projects – we also take too long to build them. Poor sequencing and rigid delivery rules can add years of delay and drive up costs before construction even begins. When federal dollars are used to fund projects, agencies should be incentivized and empowered to plan ahead, manage risk before it turns into cost and delay, and use taxpayer dollars on actually getting the project built. **A better project delivery system will make infrastructure faster to build and less expensive for taxpayers.**

SAME TRANSIT. SOONER.

SEQUENTIAL ONE PHASE AT A TIME



CONCURRENT PHASES OVERLAP



ALLOW EARLY WORKS ALONGSIDE ENVIRONMENTAL REVIEW

Federal rules generally prevent state and local transit agencies from acquiring property, relocating utilities, clearing sites, or purchasing construction materials until environmental review is complete. But for transit projects requiring the most extensive review, the process can take more than five and a half years on average. During that time, land and material costs can rise, and utility and engineering issues can go undiscovered and become more expensive to fix later.

These restrictions can apply even when an agency is willing to spend its own money and bear the risk that the project is ultimately not approved or changes are required. Federal law already gives highway projects greater flexibility for similar early works. Extending that flexibility to transit projects would reduce costs and help projects move to construction faster once environmental review is complete.

OUR SOLUTION

Let transit agencies use their own funds to conduct early works at their own risk alongside environmental review.

REWARD EARLY COORDINATION

Major transit projects are often delayed because conflicts with utilities, municipalities, railroads, and other affected parties aren't addressed until after a project is already underway. But by then, objections and redesigns can explode project costs, delay delivery, and ultimately reduce the value of any federal investment. To make sure that more federal dollars actually go to building a project, the federal government should prioritize funding transit agencies that take meaningful steps to identify and address foreseeable conflicts, permitting needs, utility relocations, and other constraints before applying. Catching these issues earlier can reduce late-stage redesigns and help projects stay on schedule and on budget.

43

third-party agreements made in order to build a six-mile BART extension to Silicon Valley in California, including with local governments, private entities, and utility providers

OUR SOLUTION

Prioritize funding transit projects that identify and address foreseeable conflicts and permitting issues before applying.

3 MAKE SMARTER SPENDING DECISIONS

When the federal government funds a project or a purchase, it should make sure that every dollar goes as far as possible. But some federal rules can push state and local agencies to make decisions that look cheaper upfront but cost more in the long run, or reduce their incentive to control costs because the federal government is paying part of the bill.

As a result, taxpayers pay more for things like buses, and other infrastructure projects are delayed, run over budget, or deliver less value than they should. Fixing these rules can help create more value out of every infrastructure dollar the government spends and free up resources to build more.

ENABLE PROCUREMENT BASED ON VALUE, NOT JUST PRICE

Procurement rules at all levels of government often require or heavily favor lowest-bid contract selection. But the cheapest bid upfront doesn't always mean the lowest final price tag. Lowest-bid selection can result in lower quality work, change orders, and cost overruns – particularly on large, complex infrastructure projects where technical qualifications matter most. Best value procurement offers an alternative: contracts are awarded based on a mix of cost, quality, experience, and the proposed approach, rather than price alone. Federal law already allows best value procurement for some federally funded projects, but expanding its availability would give agencies flexibility to choose contractors more likely to deliver projects on time and on budget.

37%

less cost growth on projects that use best value procurement versus lowest-bid contracts

OUR SOLUTION

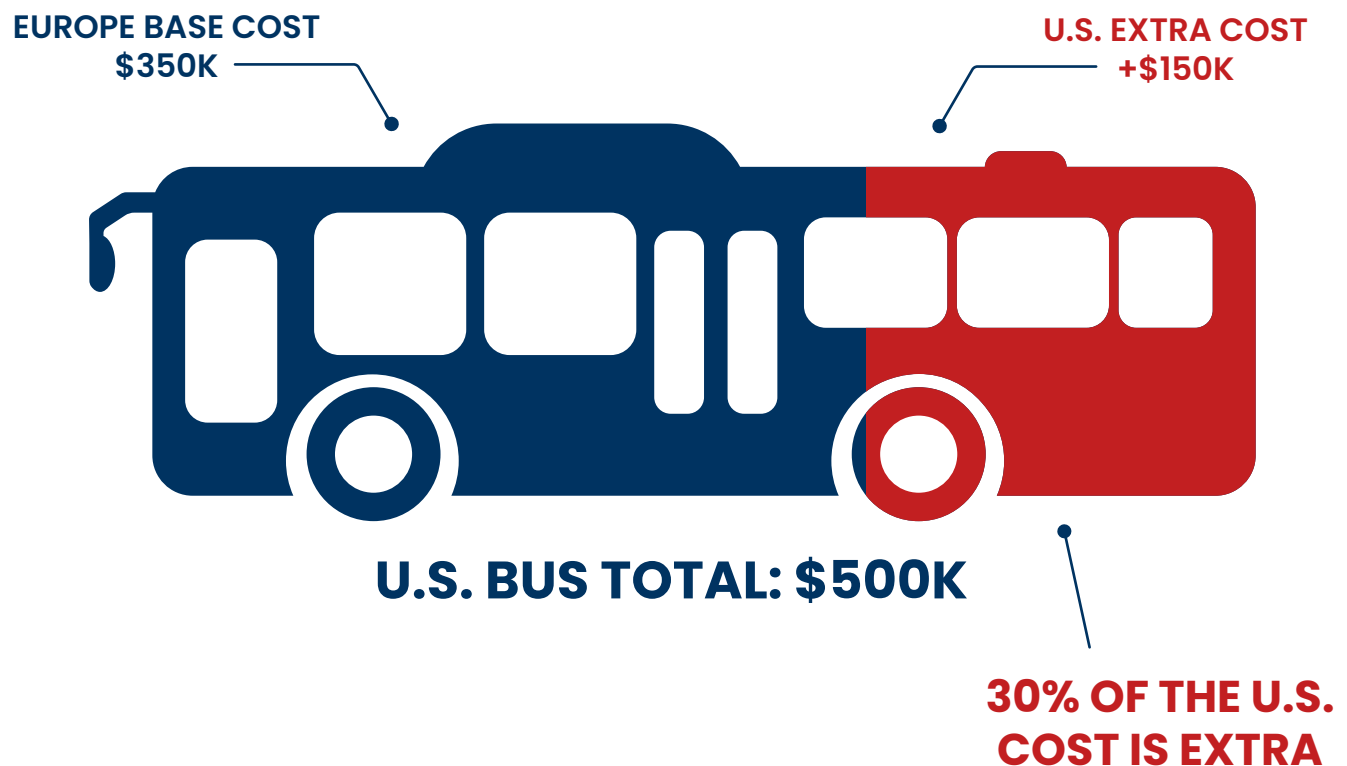
Let federally funded projects select the highest-value bid, not just the cheapest contractor.

BRING DOWN THE COST OF BUSES

Buses are the most used mode of public transit in America. But the buses we buy are much more expensive than they should be: **a standard diesel bus costs about \$500,000 in the United States, compared with about \$350,000 in Europe.** Part of the reason is that American transit agencies typically buy buses in small volumes with extensively customized features, meaning that they don't benefit from the price decreases that usually accompany larger volume orders. **This leaves transit agencies spending more to buy fewer buses.**

Federal policy contributes to the problem. When federal funding is involved, it can cover an uncapped 80 to 85% of the price of a new bus, leaving transit agencies with little incentive to keep costs down. Building on federal and industry efforts to standardize equipment and procurement across other parts of the transit system, reforming the federal match to discourage unnecessary customization – while preserving genuinely needed local specifications – would lower costs and help agencies buy more buses with every federal dollar.

THE EXTRA COST OF A U.S. BUS



OUR SOLUTION

Use federal bus funding to reward transit agencies that buy more standardized, cost-effective buses.

4 KEEP FREIGHT MOVING

Most of America's freight moves by truck along the Interstate Highway System. But moving that freight becomes slower and more dangerous when we don't build and maintain the infrastructure needed to do so. That means keeping up our roads and highways but also ensuring that truck drivers can spend their time actually moving freight instead of looking for a safe place to rest when they need one.

BUILD MORE TRUCK PARKING

Federal regulations limit how long a truck driver can stay on the road before taking a required rest. But safe truck parking along America's Interstate highways is in critically short supply. Almost every truck driver has reported difficulty finding a legal place to park, and 39% have reported taking an hour or longer to do so. That's valuable driving time lost searching for a spot, and many drivers still end up parking on shoulders, ramps, and other unsafe locations.

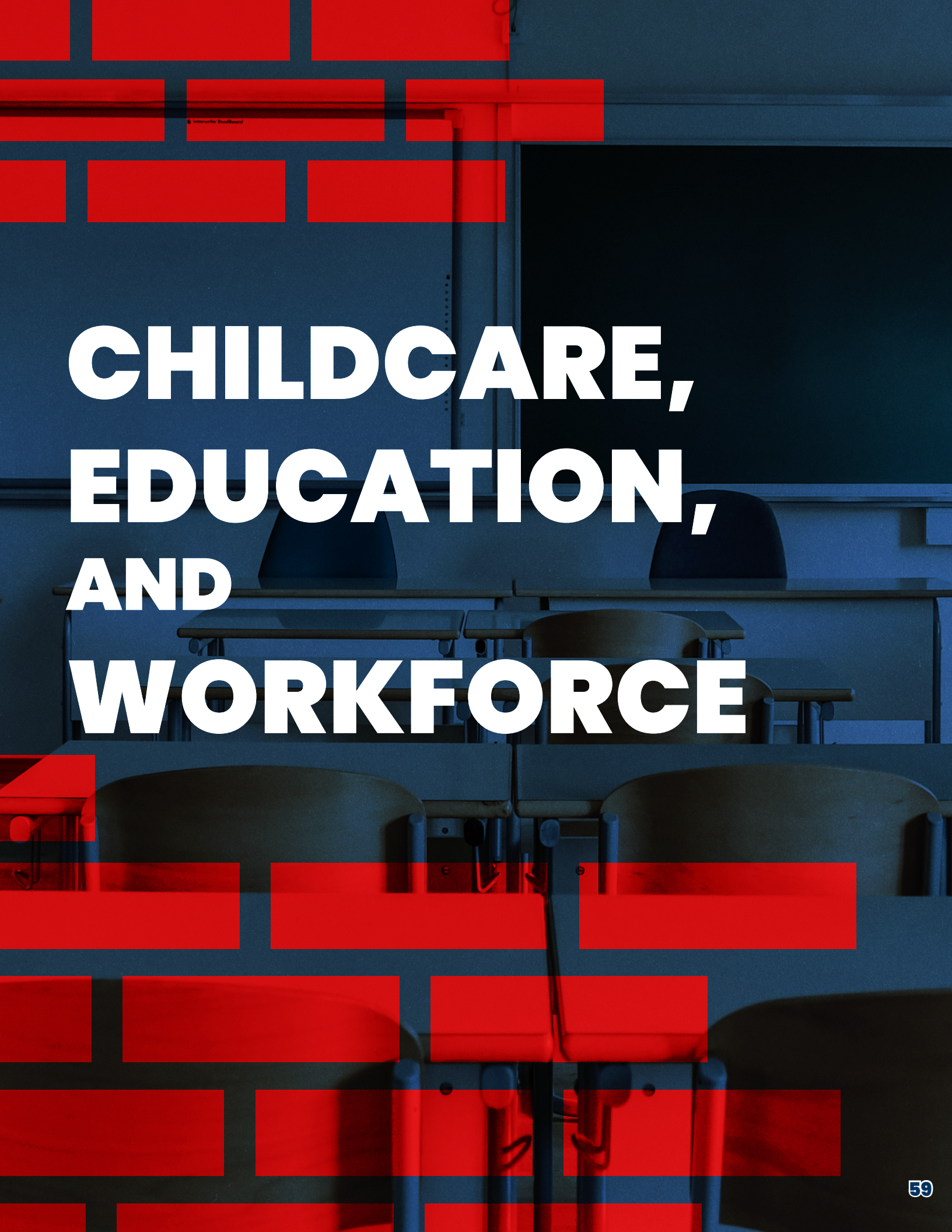
98%

of truck drivers
reported having
trouble finding
safe parking

Interstate rest areas can be part of the solution, but they require funding to maintain, and federal law generally bans states from authorizing commercial activity at them in many parts of the country. That means states can't raise revenue to maintain rest areas by partnering with private companies. As a result, the number of functional rest areas along America's Interstates continues to decrease, and the ones that are open continue falling into further disrepair. Giving states more flexibility could unlock new parking where it is needed most, helping drivers spend more of their limited driving hours moving goods and less time looking for a safe place to stop.

OUR SOLUTION

Let states permit commercial activity at Interstate rest areas in areas with severe parking shortages.



CHILDCARE, EDUCATION, AND WORKFORCE

MORE OPPORTUNITY AT EVERY AGE

MORE CHILDCARE

BETTER CLASSROOMS

MODERN TRAINING

Government should help people thrive at every stage of life. But too often, common-sense fixes that would make a difference today are crowded out by competing visions for sweeping reform. For families, childcare is scarce and expensive, while licensing barriers keep millions of additional childcare slots off the market. For students, proven tutoring methods remain out of reach, while federal funding still supports education initiatives that aren't proven to work. And for workers, a patchwork of occupational licensing rules makes it hard to switch fields or carry a career across state lines, while the best job training programs are too hard to access.

That's why **our plan is to focus on practical reforms that can make an immediate difference.** That means removing the barriers that drive up costs and keep childcare providers out of the market. It means making sure that federal education dollars aren't spent on programs that don't work. And it means helping workers train for good jobs and take their licenses with them when they move. In each of these areas, states will continue to lead the way, but there is more the federal government can do to help ease burdens for Americans at every stage of life.

1

MAKE CHILDCARE AFFORDABLE

- UNLOCK HOME-BASED CARE
- FUND INNOVATIONS THAT INCREASE CHILDCARE SUPPLY
- CUT THE RED TAPE THAT'S DRIVING UP CHILDCARE COSTS
- DELIVER FAMILY BENEFITS WHEN FAMILIES NEED THEM

2

IMPROVE EDUCATIONAL OUTCOMES

- GET STUDENTS BACK TO READING
- EXPAND ACCESS TO HIGH-IMPACT TUTORING
- HELP SCHOOLS ADOPT AI THAT WORKS

3

BUILD THE WORKFORCE

- LET LICENSES MOVE
- FUND JOB TRAINING THAT WORKS
- MAKE STARTING APPRENTICESHIPS EASIER
- LET QUALIFIED AMERICANS WORK

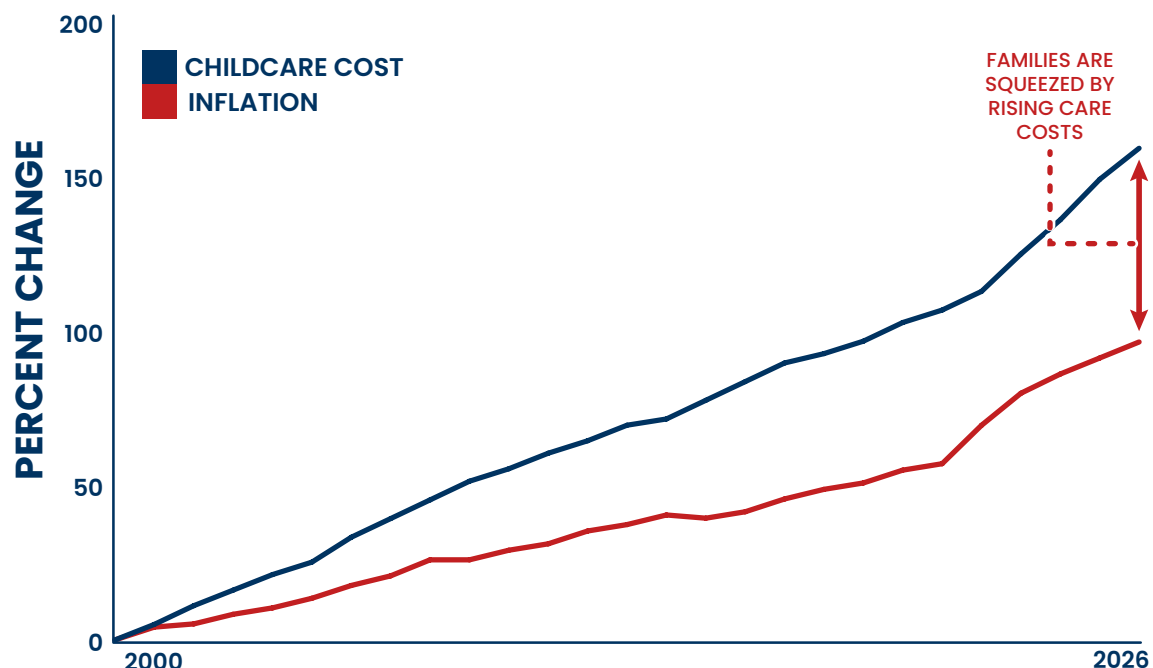
1

MAKE CHILDCARE AFFORDABLE

For millions of families, childcare is a necessity that they can't reliably find or afford. Families pay more than \$13,000 on average annually for care and, in 2025, 42% of women who stopped working cited caregiving responsibilities, including the high cost of childcare, as the biggest factor in their decision. Unattainable childcare strains working parents and especially working mothers, **costing the country \$172 billion each year in lost earnings, productivity, and tax revenue.**

Part of the problem is that there just aren't enough childcare slots available nationwide, whether families are looking for a local center, a neighbor running a home-based program, or another option that works for them. But while the federal government spends billions providing subsidies to families to try to make childcare more affordable, it puts too little effort into helping states and local communities address the barriers – like restrictive zoning for licensed home-based care and high start-up costs for new providers – that keep supply low and prices high. Addressing these barriers and ensuring that existing federal benefits, like the Child Tax Credit, reach families when they need them most, gives families flexibility to make choices about childcare and work that are right for them.

CHILDCARE COSTS ARE RISING FASTER THAN INFLATION



UNLOCK HOME-BASED CARE

Home-based childcare is often more flexible, affordable, and accessible than center-based care. But the number of licensed and regulated home-based care providers has decreased sharply over the last two decades, and the vast majority of paid childcare providers remain unlicensed. That limits the number of children providers can serve and public resources they can access, and it increases childcare costs for parents.

Exclusionary zoning rules can bar some home-based care providers from opening licensed programs in residential areas, and even when they don't, other local regulations can require multi-thousand-dollar upgrades – like sprinkler systems or parking requirements – that aren't appropriate in residential homes. Making matters worse, locally imposed rules sometimes conflict with additional state licensing requirements, making the path to licensure even more confusing and expensive for would-be home-based providers. **Incentivizing states to streamline these rules could help more home-based providers get licensed, and unlock an additional 2 million home-based childcare slots for families.**

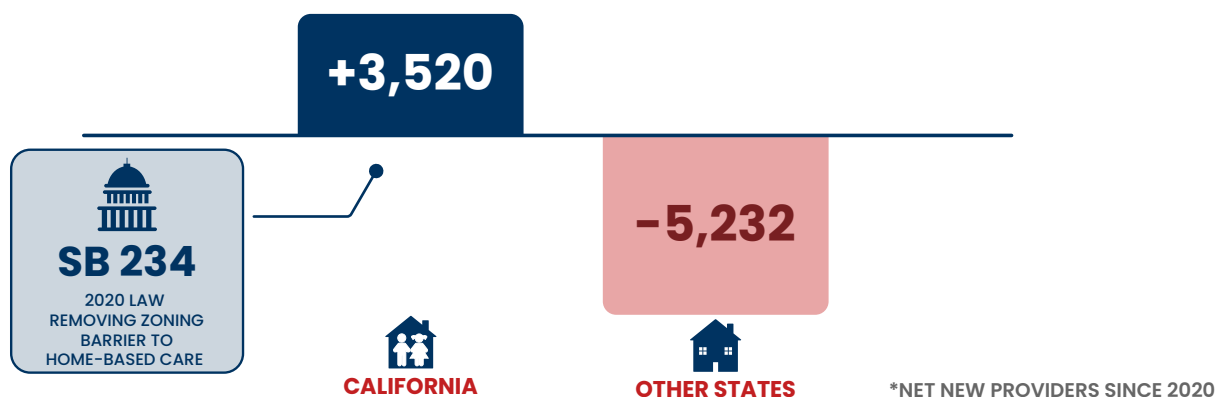
~50%

decrease in supply of licensed home-based childcare providers between 2005 and 2017

5M

unlicensed home-based care providers

BY-RIGHT ZONING HELPS INCREASE THE SUPPLY OF LICENSED HOME-BASED CARE



OUR SOLUTION

Incentivize states to remove local licensing barriers for home-based providers and let them use federal funds to offset these providers' start-up costs.

FUND INNOVATIONS THAT INCREASE CHILDCARE SUPPLY

Most licensed childcare is provided through childcare centers, but the costs of opening a new one can be significant. Facilities alone can require more than \$15,000 in investment for every new childcare slot created, while providers must also find scarce private financing and master running a small business. With profit margins typically under 1%, these upfront costs can be untenable without support. States are pioneering solutions to increase their local supply of childcare, from incubators offering business training and rent-free classroom space, to shared back-office operations that let multiple providers pool administrative costs. These locally tailored models help new centers get started and stay open longer, but the federal government has no vehicle to help states scale them.

OUR SOLUTION

Support innovative state-led models that expand childcare supply through targeted federal investment.

CUT THE RED TAPE THAT'S DRIVING UP CHILDCARE COSTS

The federal government sends states more than \$12 billion a year to make childcare more affordable for low-income and working families. But the impact of that investment is undercut when the states that receive it maintain outdated or inconsistent rules that make childcare more expensive without contributing to child safety or quality of care. Some states, for example, let kids use a playground at school but not during afterschool childcare, or require providers to carry change for the payphone in case of emergency. Together, these rules make it more expensive and burdensome to provide care. Revising them would help lower costs and remove unnecessary barriers for childcare providers.

33%

of a single-parent household's income is spent on childcare

OUR SOLUTION

Incentivize states to review and reform childcare rules that raise costs without improving safety or quality.

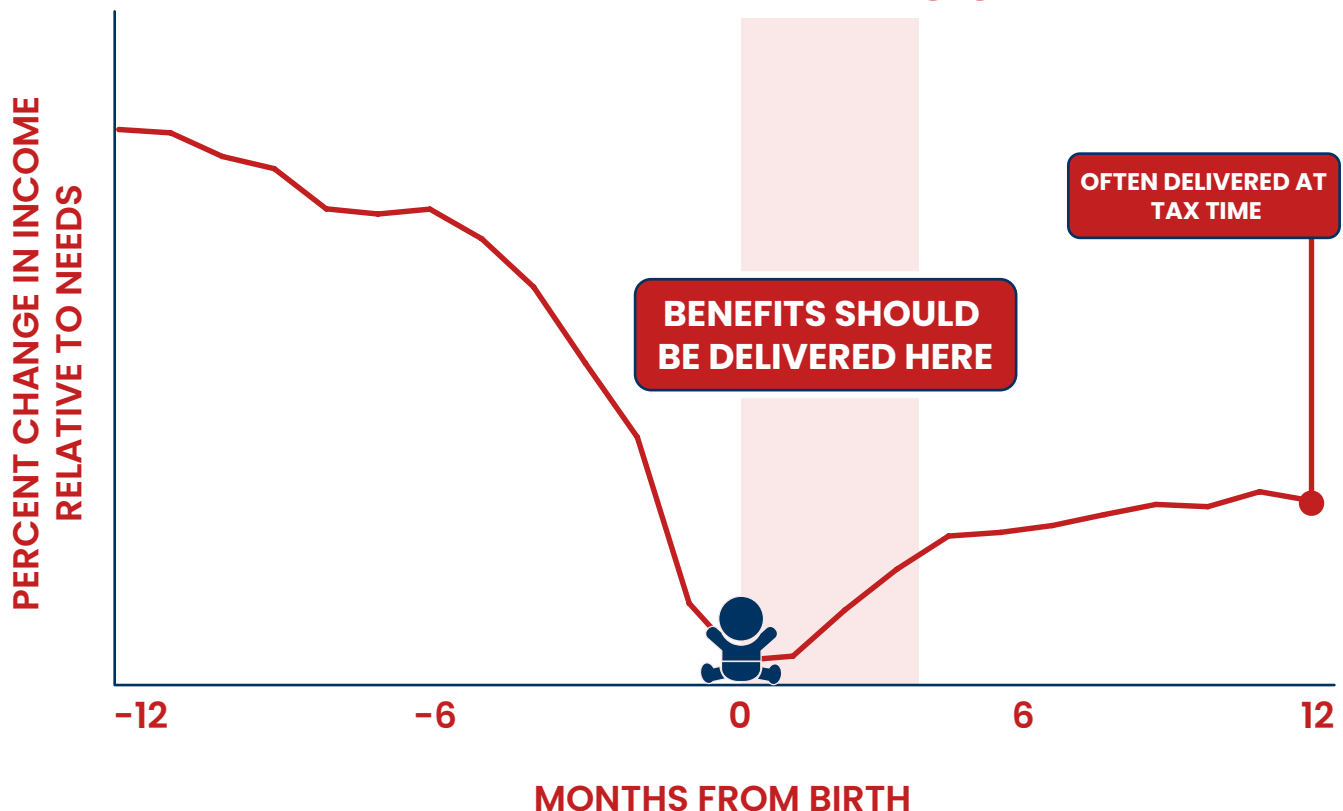
DELIVER FAMILY BENEFITS WHEN FAMILIES NEED THEM

Having a baby can impose a significant financial strain on families. After a birth, average household income drops by about 10% just as hospital bills and ongoing costs like diapers and baby formula begin to strain family finances. **But existing federal tax benefits, like the Child Tax Credit, that are meant to help families with the costs of raising a child aren't paid until the next tax season** – sometimes more than a year after a child's birth. Paying some of these benefits within months of a birth would give families relief exactly when they need it the most.

\$2,743

average out-of-pocket health costs associated with pregnancy, childbirth, and post-partum care

BENEFITS SHOULD ARRIVE WHEN THEY'RE NEEDED MOST



OUR SOLUTION

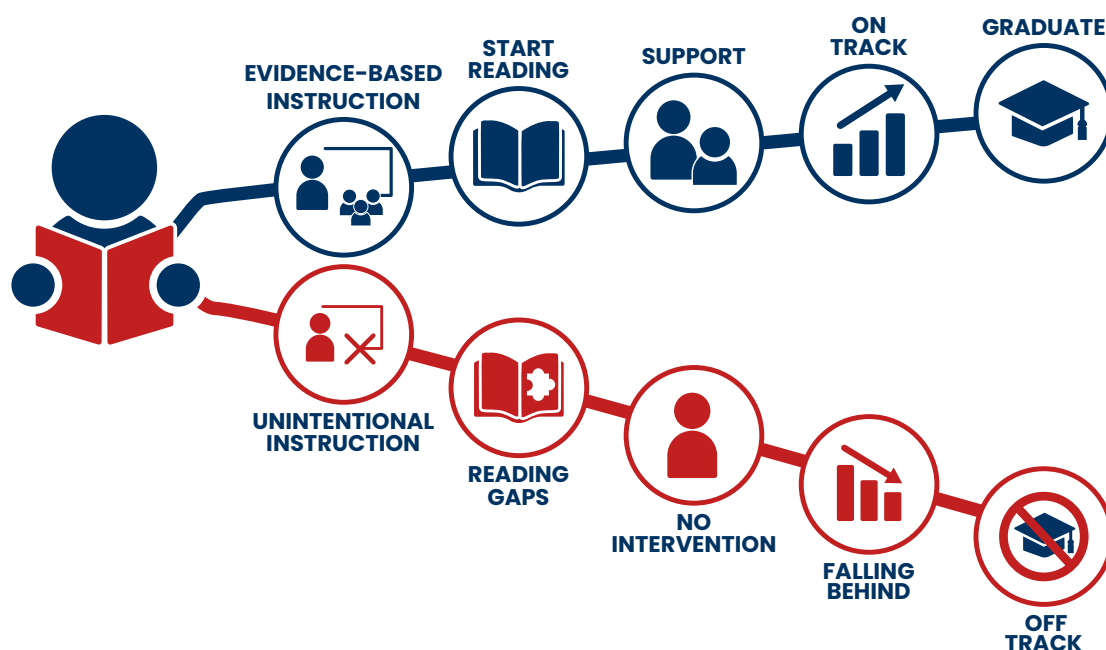
Deliver federal family benefits to new parents within their child's first three months.

2 IMPROVE EDUCATIONAL OUTCOMES

Too many children today are falling behind in school before they have the skills they need to succeed. **Reading and math scores have plummeted and are near their lowest point in 25 years**, and teaching is only getting more complicated as schools navigate the role of technology and social media in students' lives. But schools often lack the time, staff, and resources to give students the individualized support they need, or to evaluate and adopt the emerging tools that might help them.

Improving educational outcomes means doing a better job of meeting students where they are and giving educators more effective tools to help them progress. That includes supporting schools and educators who focus resources on approaches that are proven to work, expanding students' access to targeted academic support, and helping schools use new technology in ways that strengthen rather than replace effective teaching. The stakes extend well beyond the classroom. **Low literacy and poor educational outcomes limit future earnings, weaken workforce participation, and impose significant costs on the broader economy.** Stronger foundations for students today mean a stronger workforce – and a stronger economy – tomorrow.

EARLY INSTRUCTION SHAPES OUTCOMES

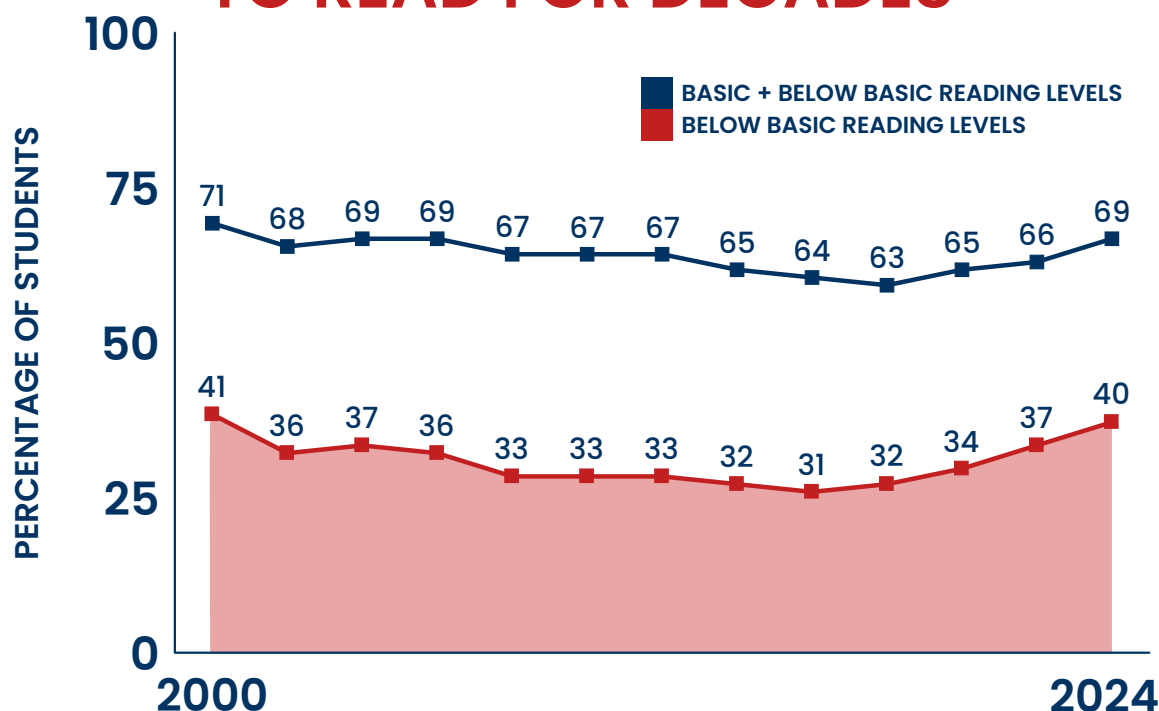


GET STUDENTS BACK TO READING

America is in a literacy crisis. About 40% of the nation's fourth graders still aren't reading at even a basic level, and **more than half of American adults lack literacy proficiency** – roughly equivalent to reading below a sixth-grade level. Part of the problem is that schools continue to teach students using reading instruction programs that aren't grounded in evidence, and federal funding can continue to support those approaches.

By contrast, **evidence-based methods grounded in the science of reading can produce roughly five additional months of reading progress**. Combined with other reforms, these approaches helped Mississippi climb from nearly last in the country to the top ten in fourth-grade reading. Today, we know more than ever about how to teach children to read – we just need to make sure that knowledge is being put to work in our schools.

FOURTH GRADERS HAVE STRUGGLED TO READ FOR DECADES



OUR SOLUTION

Make sure every child in America learns to read by focusing federal dollars on the approaches that are proven to work.

EXPAND ACCESS TO HIGH-IMPACT TUTORING

The traditional school day isn't enough for every student – many need more individualized support to catch up. High-impact tutoring delivers exactly that, **producing roughly four additional months of learning for the typical elementary-age student**. But only 11% of students received high-impact tutoring in 2023 and many schools have difficulty finding enough tutors. The Federal Work-Study program can help fill the gap, but it needs to become easier to access. Schools and tutoring providers that want to hire college students through the program have to establish separate agreements with each individual college in their area, creating unnecessary duplication and making it harder to recruit tutors across multiple campuses.

OUR SOLUTION

Make it easier for schools to use Federal Work-Study to hire more K-12 tutors.

HELP SCHOOLS ADOPT AI THAT WORKS

AI has the potential to significantly improve how students learn – one recent study found that students using an AI tutor doubled learning gains compared to those in an active-learning classroom. But while more than half of students and teachers reported using AI for school in 2025, only 35% of districts offered training on how to use it. That gap is a problem.

As adoption accelerates, many school districts lack the capacity and resources to independently test rapidly changing AI products or assess vendor claims. That can leave schools ill-equipped to distinguish between tools that actually improve learning and save teachers' time and those that weaken independent thinking, compromise student privacy, or waste money. No district should have to figure that out alone, and thousands of them shouldn't have to solve the same problem separately.

OUR SOLUTION

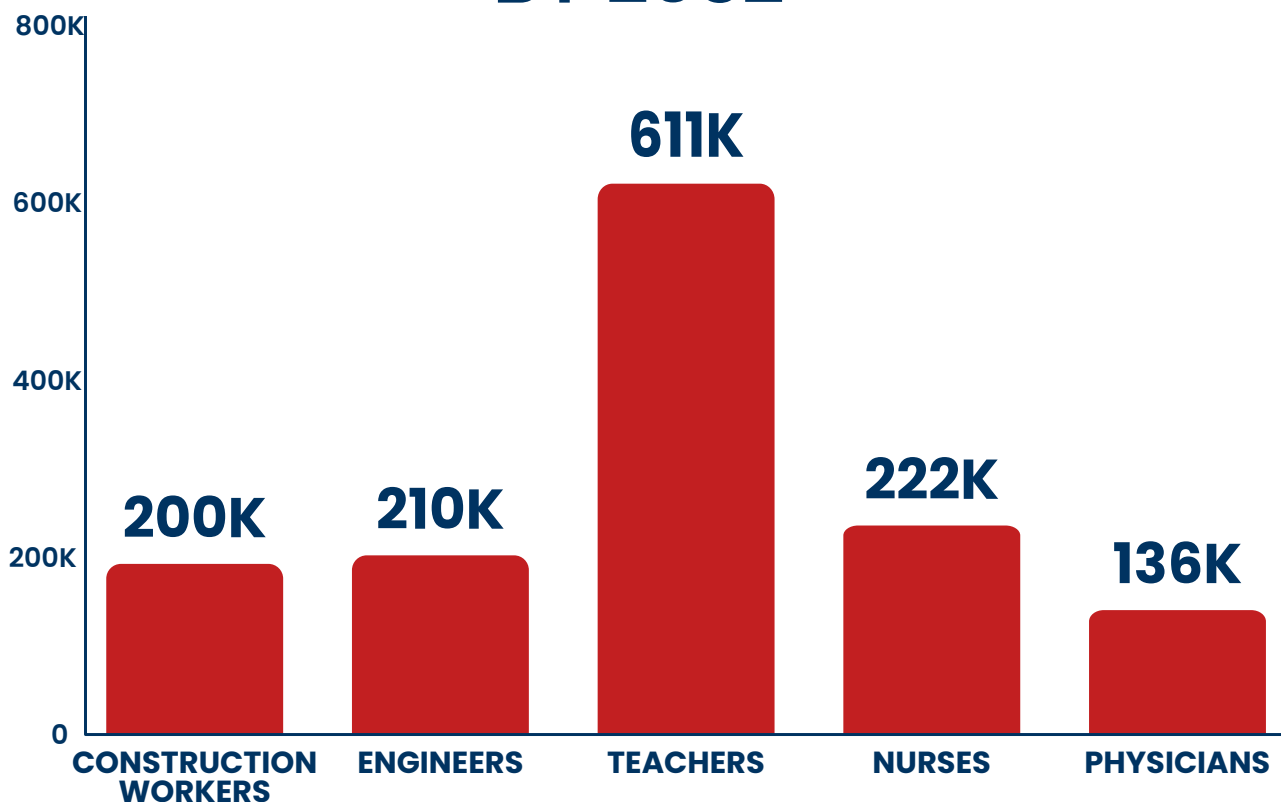
Direct existing federal education research programs to evaluate AI educational tools and help schools make informed choices about what works for their students.

3 BUILD THE WORKFORCE

Building America starts with building a skilled and mobile workforce. We need more homes, roads, and power lines to bring prices down, but there aren't enough skilled professionals – from electricians to linemen to welders – to build them. Other professions, like teaching and healthcare, face similar shortages. **Across the economy, nearly 70% of American employers report difficulty hiring workers.**

Addressing these shortages means clearing the rules that stand between willing Americans and the jobs waiting for them. That includes regulatory burdens that keep workers from accessing high-quality training programs and apprenticeships, and professional licensing requirements that can make it harder to get a job and prevent skilled workers from moving across state lines. Clearing these roadblocks will unlock the talent we need to build everything from homes and healthcare to energy and childcare and will give Americans more opportunities to find good-paying jobs.

PROJECTED WORKER SHORTAGE BY 2032



LET LICENSES MOVE

A qualified worker with a professional license shouldn't have to start over just because they want to work in another state. But states often impose different education, training, and examination requirements for licensing the same job, forcing workers who are moving to choose between wasting time and money to get a new license, or giving up their job opportunity altogether. This can keep workers from high-paying jobs and leave employers struggling to fill critical roles.

\$356M

estimated loss of
income due to license
non-portability

Interstate compacts – agreements between states to recognize each other's licenses for a particular profession – offer one solution that works. With support from the Department of Defense, states have already developed new compacts covering 11 professions, including teaching, that allow qualified workers to practice across participating states without starting over.

LICENSED WORKERS CAN'T FILL JOBS ACROSS STATE LINES

OTHER WORKERS



LICENSED WORKERS



36%

LICENSED WORKERS
MOVE STATES
36% LESS THAN
NON-LICENSED WORKERS

OUR SOLUTION

Help states develop interstate compacts for workers to carry their professional licenses across state lines.

FUND JOB TRAINING THAT WORKS

Too often, workers who complete federally funded job training are still unemployed months later. Part of the problem is that federal rules often prevent workers from enrolling in the strongest job training programs. Workers using federal funds can only participate in programs that are approved by a regional workforce development board. But many of the best programs that are capable of serving workers nationwide don't get approved because the costs and burdens of doing so are too high.

40%

of federally funded job trainees earn less than \$25,000 annually after completing their training

With over a hundred regions across the country, navigating the unique requirements of each rarely justifies the cost. As a result, strong national workforce providers stay out, workers have fewer high-quality options, and federal dollars flow to weaker programs.

OUR SOLUTION

Establish a pathway to support proven training programs without requiring regional approvals.

MAKE STARTING APPRENTICESHIPS EASIER

Apprenticeship programs return \$27 for every taxpayer dollar invested, but employers bear nearly all of the costs of creating them, including the time-consuming process of designing a curriculum. Apprenticeship agencies already have standards for a good curriculum, but instead of providing templates to meet those standards, they leave employers to develop their own from scratch. Not only does this waste employers' time, but it requires agencies to review each curriculum for quality, resulting in months-long wait times to register a program.

OUR SOLUTION

Recognize apprenticeship curriculum templates for accelerated approval.

LET QUALIFIED AMERICANS WORK

Today, **five times as many American workers need a license to do their job as did in the 1950s**. Many new licensing requirements are pushed by industry advocates who benefit from restricting competition, not consumers or regulators concerned about safety. But frequently, these requirements don't match the risks of the work. On average nationwide, **EMTs must train for 36 days to restart a heart while cosmetologists must train for 342 days to cut hair**. The cost to workers and consumers is significant: licensing requirements have been estimated to hold back up to 2.85 million jobs and raise prices by \$203 billion a year.

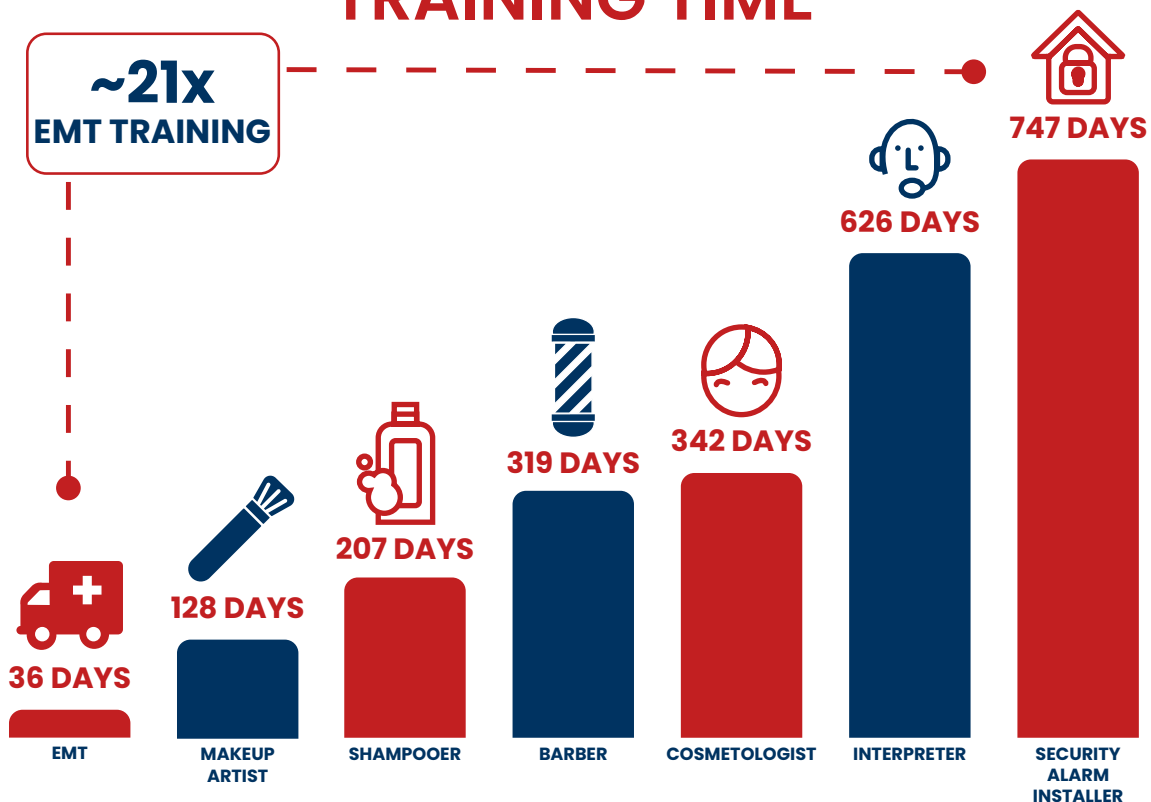
83%

of licensing reviews were initiated by industry groups

\$295

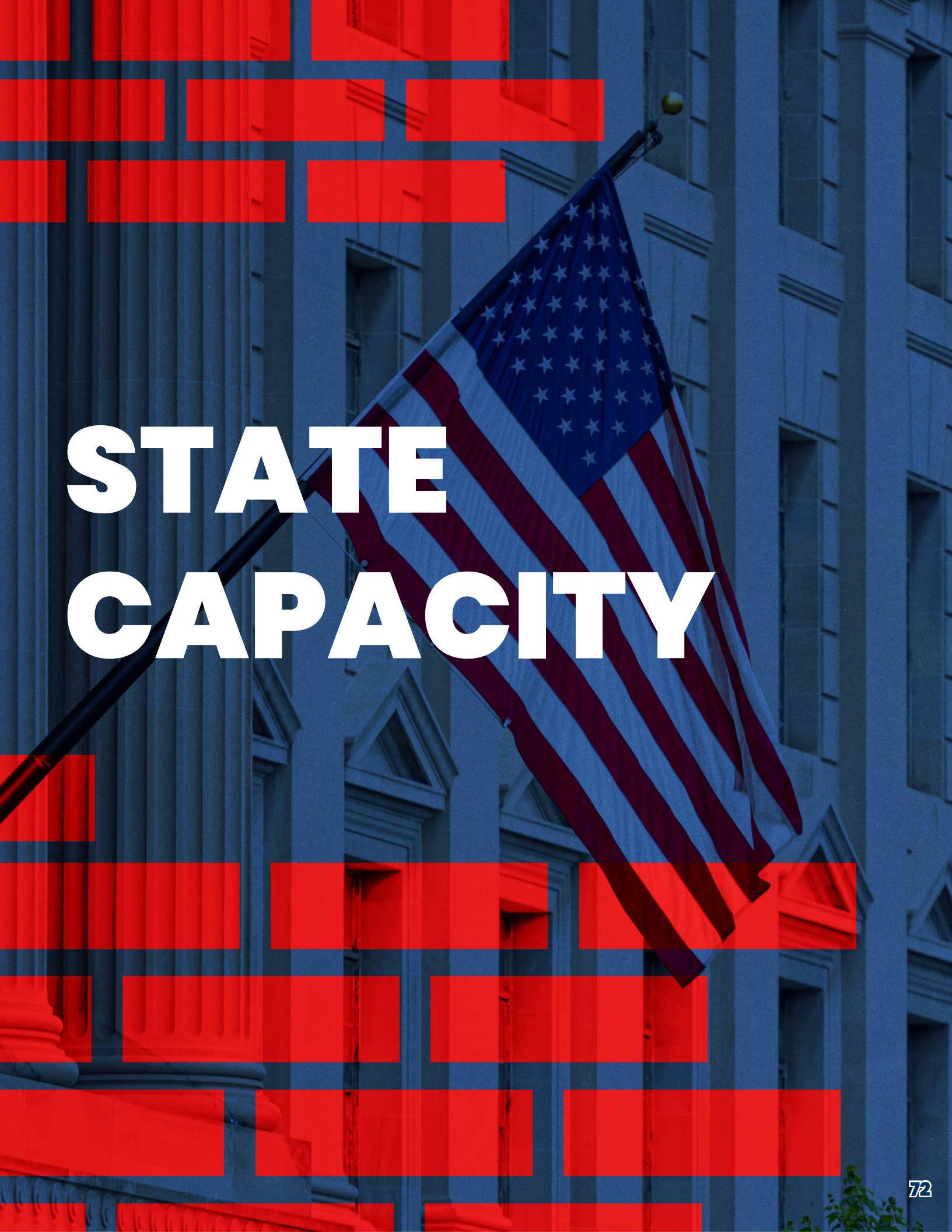
average fee for an occupational license

NATIONAL AVERAGE TRAINING TIME



OUR SOLUTION

Incentivize states to match licensing requirements to the actual risks of the work.



STATE CAPACITY

GOVERNMENT THAT WORKS

A MODERNIZED WORKFORCE

BETTER TECHNOLOGY

LESS RED TAPE

Government should be capable of turning policy into results that deliver for the American people. That requires having the right people and systems in place to process permits, administer grants and contracts, launch new programs, and provide services to the public.

But today, outdated hiring and pay systems make it harder to bring the best people into the federal government and keep them there. Unnecessary procedural requirements consume time and staff resources, and aging technology makes basic government services slower and more expensive than they need to be. Left unaddressed, these challenges will undermine the most ambitious initiatives Congress passes, whether in housing, energy, healthcare, workforce, infrastructure, or innovation.

That's why **our plan is to give the federal government the tools it needs to get things done**. That means modernizing the civil service, eliminating unnecessary bureaucracy, and giving federal workers the technology they need to improve government services.

Too often, big bipartisan ideas for improving the country fall short because the federal government isn't able to implement them. Modernizing our government can help turn laws passed in Washington into results Americans feel in their everyday lives.

1

MODERNIZE THE FEDERAL WORKFORCE

REFORM FEDERAL JOB
CLASSIFICATION AND PAY
CATEGORIES

SELECT THE BEST
CANDIDATES

2

REDUCE RED TAPE

RIGHTSIZE THE PAPERWORK
REDUCTION ACT

3

MAKE GOVERNMENT TECHNOLOGY DELIVER

ESTABLISH AI INTEGRATION
TEAMS

IMPROVE FEDERAL DIGITAL
SERVICES

1

MODERNIZE THE FEDERAL WORKFORCE

The federal government is the country's largest employer, but the systems it uses to attract, hire, develop, and retain talent haven't kept pace with the modern economy. Hiring is slow and difficult to navigate, pay often fails to reflect demand for specialized skills, and rigid personnel rules make it harder for agencies to move talented people to where they are needed most. That leaves agencies unprepared to respond quickly to the country's most pressing challenges, fill critical gaps, and make the best use of their workforce. Agencies need flexibility to quickly bring talent to priority missions, and Congress needs to modernize the civil service system itself.

REFORM FEDERAL JOB CLASSIFICATION AND PAY CATEGORIES

The federal government still classifies and pays most federal jobs based on a framework that was first adopted in 1949. But that system has struggled to keep up with our modern economy. Workers in roles that require specialized skills can make the same amount as workers in jobs that are easier to fill, technical experts might have to become managers just to get a raise, and agencies struggle to hire talented workers whose skills don't fit neatly into outdated job categories. Modernizing classification and pay would give agencies more flexibility to compete for talent and build the workforce they need to carry out their increasingly complex missions.

77

years since the
federal jobs
framework was
adopted

OUR SOLUTION

Modernize the federal job classification system and let agencies hire the talent they need.

SELECT THE BEST CANDIDATES

When the federal government posts a job opening, nearly half the time, it closes without anyone being hired. Part of the reason is that **job postings are poorly advertised, remain open for just a few days, and use standardized descriptions that do a poor job of communicating what the job actually is.** As a result, the most qualified candidates often don't apply for the job. But even when they do apply, for about 60% of roles, HR specialists without subject-matter expertise evaluate the candidates based only on their self-reported assessment of their skills rather than any demonstrated ability to do the job.

This means that **the best candidates for the job can get screened out before they ever meet a hiring manager** because they didn't check the right boxes on the application. Agencies are already transitioning to skills-based hiring, but they need additional support to get there faster.

VAGUE FEDERAL JOB TITLES DETER OUTSIDE TALENT



OUR SOLUTION

Fully implement skills-based hiring for federal roles and simplify the federal job application process.

2 REDUCE RED TAPE

Federal agencies have to comply with thousands of procedural requirements meant to promote accountability, transparency, and good government. But combined, these well-intentioned rules can force agencies to spend countless hours documenting, reviewing, and seeking approval for routine actions, often without meaningfully improving either the outcome or the public's participation in the process. By rightsizing these rules – starting with reforming the Paperwork Reduction Act – we can preserve important safeguards while eliminating unnecessary process. That will give agencies more time and flexibility to focus on delivering results for the American people.

RIGHTSIZE THE PAPERWORK REDUCTION ACT

The Paperwork Reduction Act (PRA) is meant to reduce the paperwork burden that the federal government imposes on the public. But to do that, the law creates a massive paperwork burden on the federal government itself. Even a simple survey asking users how to improve a government service can require agencies to manage two separate public comment periods to ask the public about whether and how to collect that feedback and respond to any public comments received. **The process can take over six months, consuming time and resources agencies don't have.** And after all that, agencies often don't receive any feedback that meaningfully changes their survey.

91%

of PRA collections
receive no public
comment

OUR SOLUTION

Stop applying the PRA to voluntary surveys and reduce comment periods and approval timelines.

3 MAKE GOVERNMENT TECHNOLOGY DELIVER

Widespread adoption of information technology has transformed how private firms operate, driving lower prices and better services for Americans. But the federal government, the country's largest service provider, hasn't kept pace.

The federal government spends about \$80 billion a year to operate and maintain its existing technology, much of which is outdated. Modernizing these systems would save billions, but rigid funding and procurement rules, combined with a shortage of in-house technical expertise, make that difficult. As the country enters a new wave of AI-driven modernization, addressing the funding and talent constraints that make federal modernization so slow and so costly will be critical to the federal government's ability to effectively deliver for the American people.

ESTABLISH AI INTEGRATION TEAMS

Private firms are racing to integrate AI, but the federal government – limited by a shortage of technical talent and bureaucratic constraints – has been slow to follow. Too often, technology implementation falls to career staff without technical expertise, or is outsourced to contractors, creating vendor lock-in and costly implementation failures. By contrast, successful AI integration requires teams that have technical expertise, in-depth knowledge of government procedures, and the ability to continually improve a product. Building these teams would bring AI to government faster and help avoid the types of costly IT failures that have plagued government over the last several decades.

\$1B

spent by the Air Force on software modernization without any new military capability delivered

OUR SOLUTION

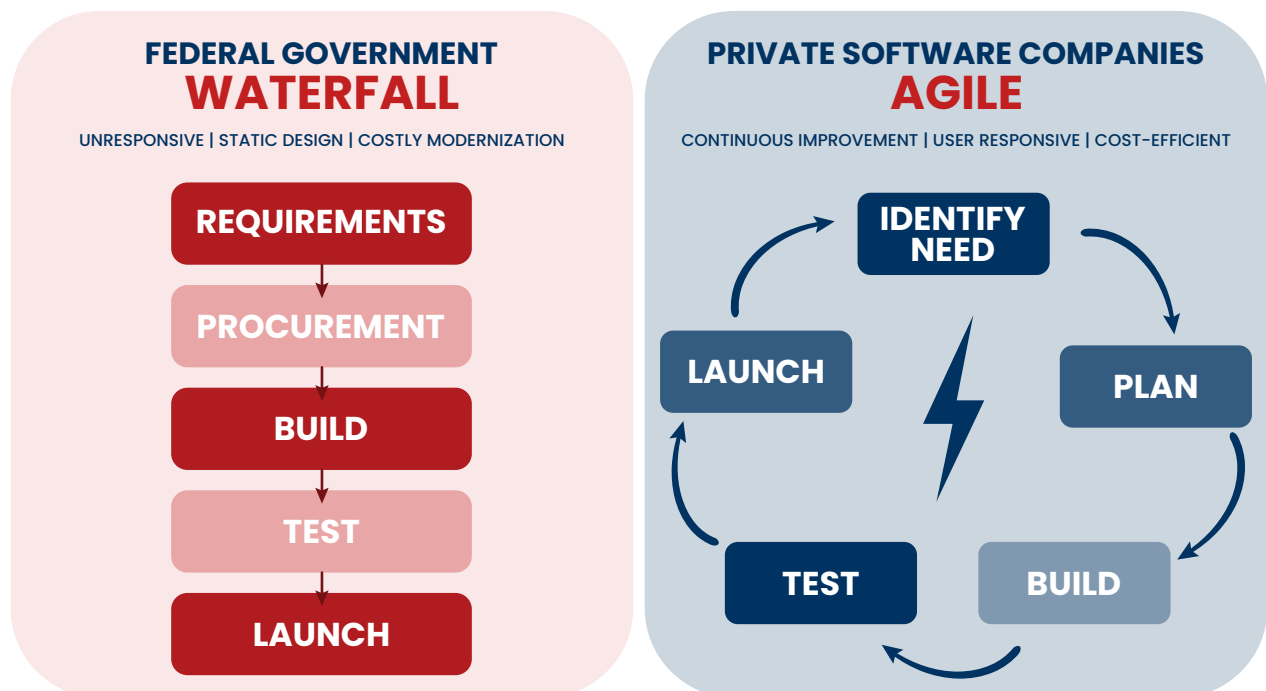
Establish joint teams of technologists and career civil servants at each agency to integrate AI.

IMPROVE FEDERAL DIGITAL SERVICES

Large public IT projects are six times more likely to run over budget than comparable private-sector projects. One reason is that federal software is built to a predefined scope and set of technical requirements, with little budget or authority to change those requirements during development or improve the product after release.

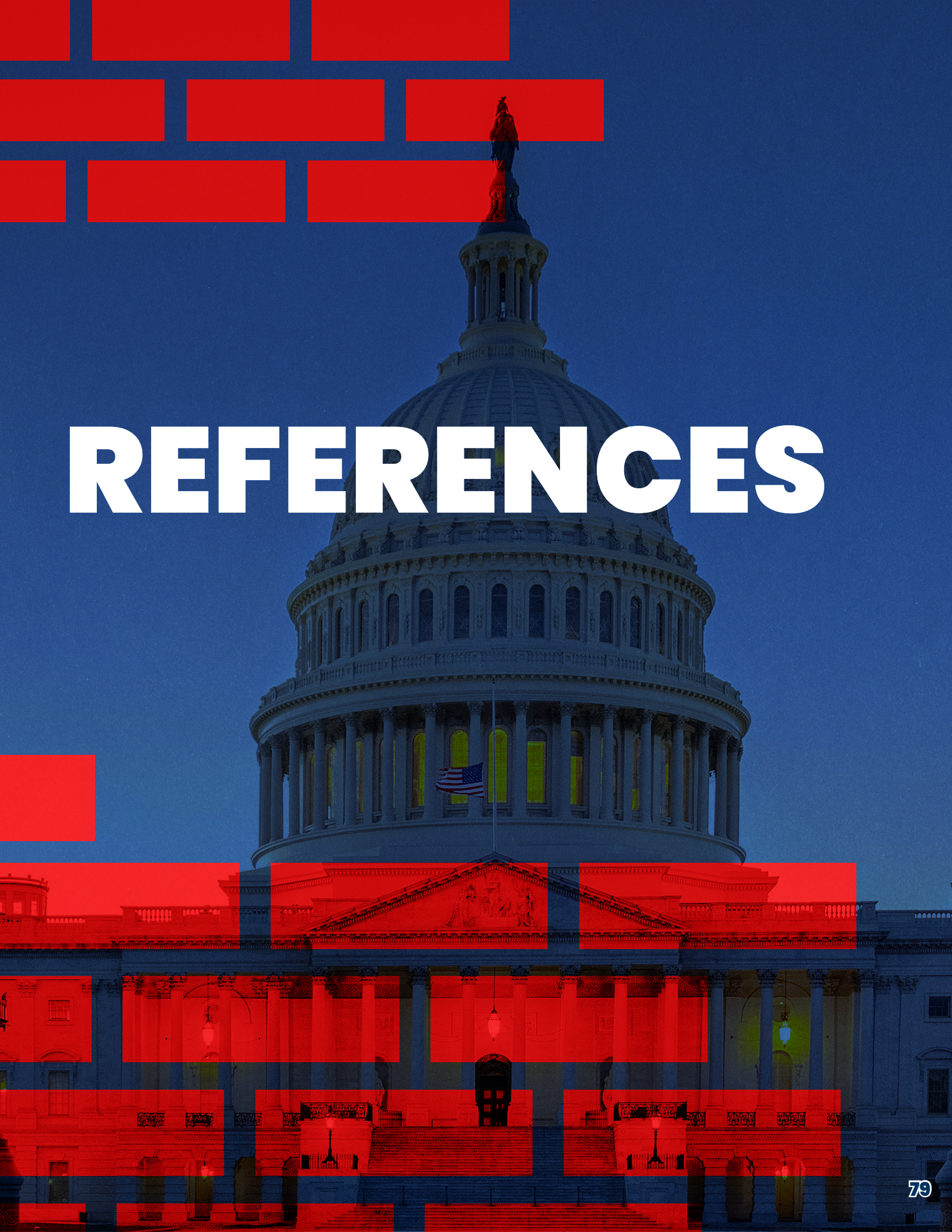
By contrast, private software companies operate more flexibly, developing a minimum viable product first, and then improving the product for years after release, based on user feedback and evolving needs, through a process known as agile development. This flexibility enables private companies to develop products that can be continuously improved and avoid the costly emergency modernization projects that plague government. Agile development can work in government. The Technology Modernization Fund, which offers continuous flexible IT modernization funding outside the traditional appropriations cycle, is already positioned to save the government more than \$1 billion in IT costs.

BUILD SOFTWARE LIKE THE PRIVATE SECTOR



OUR SOLUTION

Expand flexible and continuous technology funding vehicles.



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