

A Blueprint to Rebuild America's Infrastructure

Creating Over 15 Million New Jobs

America's physical infrastructure is the backbone of our economy, impacting how we get to work and school, how much groceries cost at the store, the size of our water and sewer bills, and so much more. The availability and quality of infrastructure determines where companies locate and where jobs are created. In short, Americans depend on our nation's infrastructure every single day.

Yet, despite its critical importance to our lives and our economy, we have allowed our nation's infrastructure to fall into a state of disrepair. Today, we spend less on infrastructure as a percentage of GDP than at any time in the past twenty years, and the results are plain to see. Every day, Americans get stuck in traffic jams, drive on potholed roads, cross bridges in disrepair, and ride in overcrowded subways. Far too many students attend school in buildings that are crumbling, and millions of Americans lack access to high-speed internet. Local governments are stuck with the impossible choice of allowing water and sewer systems to deteriorate further or raising local taxes.

The American Society of Civil Engineers says we must spend \$1.6 trillion *above current levels* just to get our infrastructure to a state of good repair. Our deteriorating infrastructure already costs the economy close to \$200 billion a year, and if we do not make these needed investments now, they will simply cost us more later.

The Senate Democrats' "Blueprint to Rebuild America's Infrastructure" would make a historic \$1 trillion federal investment to modernize our crumbling infrastructure and create more than 15 million jobs that our economy desperately needs.

Our Blueprint will improve the daily lives of millions of American families by creating a 21st century transportation network, rebuilding water systems and schools, making our electric system stronger and our communities more resilient, and much more. Our Blueprint will invest directly in communities because Democrats know that we can't fix a problem of this magnitude simply by tolling more highways or privatizing water and sewer system that profit on ratepayers. We will prioritize projects and communities all across the country. We will have robust set-asides for small towns, rural communities, tribal lands, and underserved populations.

At a time when our middle class is struggling, wages are stagnating, and people are working longer hours just to get by, we will create 15 million new jobs. Moreover, these jobs will be in sectors of the economy especially hard hit by the Great Recession and that have been slower to recover, like the construction trades and manufacturing. And, these will be decent paying middle-class jobs that cannot be outsourced.

Instead of undermining American workers, we will adhere to basic principles that should govern all federal infrastructure spending:

- Buy America provisions to rebuild America with American products
- Strong protections for working men and women, like Davis-Bacon prevailing wages
- Strengthened participation of minority- and women-owned businesses
- Accelerated project delivery while adhering to important environmental protections

Lastly, our Blueprint is fiscally responsible, closing tax loopholes used by corporations and super-wealthy individuals to offset associated costs.

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Overview of investments that will create 15 million new jobs over the next 10 years:

Reconstruct Roads & Bridges	\$100B	Improve Airports	\$30B
Revitalize Main Street	\$100B	Address Ports & Waterways	\$10B
Expand TIGER	\$10B	Build Resilient Communities	\$25B
Rehabilitate Water and Sewer	\$110B	21 st Century Energy Infrastructure	\$100B
Modernize Rail Infrastructure	\$50B	Expand Broadband	\$20B
Repair & Expand Transit	\$130B	Invest in Public Lands & Tribal Infrastructure	\$20B
Vital Infrastructure Program	\$200B	Modernize VA Hospitals	\$10B
Rebuild Public Schools	\$75B	Provide Innovative Financing Tools	\$10B



\$210 billion to repair crumbling Roads and Bridges, saving the average American family over \$1,700 a year.

Rebuilding America's Roads & Bridges: \$100 billion – Creating 1.3 Million New Jobs

Problem: According to the Society of Civil Engineers, almost one-third of our nation's roads are in poor or mediocre condition, and more than 40 percent of urban highways are congested. The current national backlog of structurally deficient bridges is \$123 billion and the maintenance backlog of the Federal-aid highway system is over \$800 billion. Incredibly, Americans make more than two hundred million trips every day across almost 59,000 structurally deficient bridges. These crumbling and out-of-date roads and bridges have real costs to American families and businesses. Each year our deficient roads and bridges cost Americans an estimated \$154 billion, and Americans spend 5.5 billion hours stuck in traffic.

Solution: We will provide a major increase in federal funding to repair crumbling roads and bridges on the Federal-aid Highway System, to ensure efficient and safe passenger travel and the movement of freight. Additionally, a portion of this new funding would be available on an incentive basis to encourage States and Metropolitan Planning Organizations to set and achieve ambitious performance goals for improving local infrastructure conditions. We also believe that an infrastructure package should include a bipartisan plan that ensures the long-term solvency of the Federal Highway Trust Fund in order to prevent our roads and bridges from returning to a state of disrepair after this initial investment.

Revitalize America's Main Streets: \$100 billion – Creating 1.3 Million New Jobs

Problem: From our largest cities to our smallest towns, communities across the country are struggling to meet the challenges of changing populations and aging infrastructure. Local communities are plagued by congestion, blighted buildings, a lack of affordable housing, and inefficient transportation networks. Too often, jobs are available only in office parks distant from residential neighborhoods, resulting in unnecessarily expensive and time-consuming commutes. In many cases, these problems directly and adversely affect the local economy, job creation and public safety, whether from blighted buildings or from pedestrian fatalities, which increased nearly 10 percent in 2015. There is a \$26 billion backlog of physical repairs to remediate health, safety and

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other threats in publically-owned housing. Cities and towns have new ideas for how to improve safety, enhance quality of life, generate economic development, address housing challenges, and improve mobility through innovation. Collectively, these local initiatives could transform the nation, one neighborhood at a time. However, too little funding is available to support local efforts to revitalize and modernize communities.

Solution: We will make a historic investment in our cities, towns, and rural communities, to address their unique challenges. Federal funding will enable communities to rethink their downtowns, creating places for people to live, work, and thrive. Projects could include safety improvements, congestion reduction, grade crossings, resilient infrastructure projects, intelligent transportation systems, bicycle and pedestrian safety projects, and other locally-determined priorities. Funding could also be used to address housing challenges, remove blighted buildings, or remediate lead and other hazards in the 1.25 million homes where children are at high risk of lead poisoning. Further, funding could be used to support solutions geared toward helping the more than 11.4 million households that pay more than half of their income monthly on rent, including expanding existing tax incentives and other affordable housing federal programs.

Expand the Successful federal TIGER Grant Program \$10 billion – Creating 130,000 New Jobs

Problem: The bipartisan TIGER Grant program has been highly successful in helping States and local communities make multi-modal transportation investments that address congestion, improve safety and expand economic opportunities across the country. However, demand for this program far exceeds available funds, making TIGER one of the most oversubscribed federal programs. In the most recent round, USDOT was able to fund only 5% of the total amount requested by States and local communities, leaving many projects unfunded.

Solution: We will significantly increase funding for the highly successful TIGER Grant program. This will provide States and local communities with the means to mobilize transportation projects that the traditional formula grant programs are unable to accommodate. By increasing funding to TIGER, we will enable more highly qualified multi-modal projects to be funded that will improve safety and mobility, fix freight bottlenecks, shorten commutes, expand access to jobs and schools, and generate economic development.



\$110 billion to modernize Water & Sewer systems without burdening local communities or raising ratepayer fees.

Rehabilitating Water & Sewer Systems: \$110 billion – Creating 2.5 Million New Jobs

Problem: The vast majority of America's drinking water and wastewater systems were built over 50 years ago, and in some cities, critical water infrastructure is as much as 150 years old. The effects of this problem can be felt everywhere in America from big cities to small towns. Each year our

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country experiences about 240,000 water main breaks, costing cities, towns, and ratepayers over \$2.6 billion in losses as a result of leaked and wasted drinking water. Moreover, billions of gallons of raw sewage is discharged into local waterways each year as a result of aging sewer systems ill-equipped to handle modern volumes. According to the EPA, we must invest over \$655 billion dollars in our water infrastructure over the next 20 years to keep pace with projected investment needs.

Solution: We will make major investments in the Clean Water and the Drinking Water state revolving funds, and USDA water programs, to address the growing backlog of water and sewer projects. We will also give States new flexibility to provide communities with more grants rather than loans. This will unlock thousands of new water and sewer infrastructure projects without burdening local ratepayers. In addition, we propose decreasing the local matching funds required of states and local governments who simply cannot afford to take on more debt. Finally, we will increase funding for the Water Infrastructure Finance and Innovation Act program that provides federal loans to support large-scale water infrastructure projects with national and regional significance.



\$180 billion to replace & expand Rail and Bus Systems, making the daily commute safer & cheaper for millions of Americans.

Modernize America's Rail Infrastructure \$50 billion – Creating 650,000 New Jobs

Problem: Our energy-efficient railroads move more freight than ever, and Amtrak's ridership has never been higher. Around the nation, Amtrak serves more than 500 destinations supporting the development of state and local economies, connecting communities, and contributing nearly \$7 billion to the US economy. In the Northeast alone, each day 750,000 people travel on rail systems from Washington, DC to Boston, contributing \$50 billion to our national economy. Yet, much of our nation's passenger rail infrastructure was built during the New Deal and WWII and each day is falling into a further state of disrepair. In its current state, service disruptions on the Northeast Corridor alone cost the national economy over \$500 million per year and a loss of transit service on the Corridor for a single day would cost the US \$100 million. While we debate the merits of high-speed rail, countries across Europe and Asia have built vast rail networks that whisk passengers around at more than 150 miles per hour.

Solution: We will invest in critically important passenger and freight rail projects. Specifically, we will provide federal funding for grant programs passed with strong bipartisan support, including: Amtrak, the Consolidated Rail Infrastructure and Safety Improvement program, the Federal-State Partnership program, and Restoration and Enhancement grants. This will improve and grow passenger rail service, enhance the movement of freight by rail, and accelerate the deployment of safety measures like Positive Train Control. More convenient and safer rail service will also help reduce congestion on our roads and airports.

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Repairing and Improving Public Transportation: \$130 billion – Creating 1.9 Million New Jobs

Problem: Public transit ridership has increased by 37 percent over the past twenty years, nearly double the rate of population growth, but repair, construction and expansion projects have not kept pace with the dramatic increase in demand. The U.S. Department of Transportation estimates there is a \$90 billion backlog of repair projects facing the nation's public transportation systems. Decades of heavy use and underinvestment have resulted in decayed infrastructure and aging vehicles that need replacement. These circumstances contribute to significant delays and service outages for transit riders, and the risk of riders and workers being exposed to unsafe conditions is increased. Meanwhile, many subway and bus routes are overcrowded, yet 45% of American households – many in suburban and rural areas – lack any meaningful access to transit. Existing federal grant programs have huge funding backlogs causing significant delays in project delivery and increased construction costs.

Solution: We will invest \$90 billion to reverse the national repair backlog: \$15 billion to support large, urgent repair projects that address critical safety risks, \$30 billion to replace many of the 46,000 buses and 8,000 rail vehicles that will exceed their useful service life by 2025, and \$45 billion to increase core formula programs, which support repair projects across the country. Formula investments also support rural transit, tribal transit and specialized transit services for seniors and persons with disabilities. To address overcrowding and ridership growth, we will invest \$25 billion to advance subway, light rail, streetcar and bus rapid transit projects that are under development but lack funding and \$15 billion to expand existing public transportation facilities, like stations. An infrastructure package should also include a bipartisan plan that ensures the long-term solvency of the Federal Highway Trust Fund, including the Mass Transit Account.



\$200 billion for a new Vital Infrastructure Program (VIP) that will direct major federal investments to the most critical national projects.

Thinking Big and Get Major Projects Moving \$200 billion – Creating 2.6 Million New Jobs

Problem: Our country has always been a leader in innovative, game changing infrastructure projects. However in recent decades, big, transformative projects that could catapult our economy frequently get left on the planning room floor, because of their size, complexity, or cost. We no longer build the world's tallest buildings, the world's fastest trains, or the world's most efficient highway systems. While other countries have invested in major infrastructure projects, we've fallen further and further behind. And it's not for a lack of ideas – Americans still think big, and we remain global leaders in innovation – but federal investments have not been available to put those ideas into action. Investing in these major projects is an investment in the future of our country, one that will redefine communities and regional economies for generations to come.

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Solution: We propose creating the Vital Infrastructure Program (VIP) to focus major federal investments on the nation's most critical and transformative transportation projects. The Vital Infrastructure Program will be a valuable tool in jumpstarting innovative new projects that connect communities from coast to coast. From changing the way we move goods and freight, to modernizing our highways and transit systems, the Vital Infrastructure Program will provide the federal funding needed to make big ideas a reality. This new federal funding program would be available for priority projects with broad eligibility for all modes of surface transportation and significant funding to enable immediate completion of major projects across the nation.



\$75 billion to rebuild **America's Schools**, ensuring our next generation learns in a State-of-the-Art Environment [without raising local property taxes.](#)

Strengthening America's Public Schools \$75 billion – Creating 975,000 New Jobs

Problem: There is an urgent and compelling need to make investments in our nation's K-12 school facilities in order to ensure safe, healthy and modern learning environments for our students. The Department of Education estimates that half of America's schools are in need of repairs, renovations, and modernizations at an estimated cost of \$197 billion.

Solution: We will invest \$75 billion to jumpstart public school modernization. The funds would be distributed on a formula basis to the public schools with the greatest and most urgent needs. Funding will ensure that school construction and modernization projects can get underway quickly without placing an undo financial burden on local taxpayers. We will also reauthorize the Qualified Zone Academy Bonds program and expand its use to help public schools located in economically-distressed and high-poverty communities invest in their school districts.



\$65 billion to modernize **America's Ports, Airports, & Waterways** helping move people and goods, and building more resilient communities.

Improving America's Airports: \$30 billion – Creating 390,000 New Jobs

Problem: Aviation infrastructure is critical to our national economy. It's estimated that aviation adds more than \$1 trillion in economic activity. Yet, despite how critical airports are to our national economy, investments in our airport infrastructure are significantly behind the estimated need. According to FAA's latest estimate, over the next five years there will be \$32.5 billion worth of airport projects eligible for federal Airport Improvement Program funds, and at current spending levels only \$16.5 billion will be available to meet those needs. Additionally, investment in FAA's own facilities and equipment has fallen by \$328 million since 2010, resulting in a growing

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maintenance backlog. Furthermore, as air traffic increases, congestion, noise and environmental issues will also increase. NextGen technology has made successful strides in addressing these challenges, as well as improving productivity and efficiency in the industry. Unless we continue to invest in NextGen, passengers and the industry won't realize the full benefits of this critical technology.

Solution: We will make a major investment in America's airports. Specifically, we will provide a major increase in appropriations to the FAA's annual facilities and equipment budget, the Airport Improvement Program (AIP), and additional investments to accelerate the continued implementation of the NextGen modernization program, which is deploying technology to improve aviation performance and safety. These investments will not only improve public safety and modernize our airspace, but can also help improve efficiency and productivity in the aviation industry.

Addressing our Ports and Waterways \$10 billion – Creating 130,000 New Jobs

Problem: Every day, our ports and waterways handle millions of tons of domestic and international cargo; in 2014 alone, \$1.7 trillion worth of U.S. goods moved through our ports. Additionally, the US Army Corps operates nearly 25,000 miles of commercial waterways, contributing to \$18 billion of national revenues and over 500,000 jobs, annually. Yet, despite their importance we have continued to under-invest in our nation's Ports and water infrastructure. Today not a single U.S. container port is in the top 15 container ports globally according to the Journal of Commerce, and the Army Corps of Engineers reports a total backlog of \$56 billion in construction projects and \$3.24 billion in Operations and Maintenance.

Solution: We will invest \$10 billion to support, dredging, maintenance of locks, dams, harbors and other coastal and inland navigable waterway projects, including environmental infrastructure projects, shore protection, and ecosystem restoration. This funding will be available to the Army Corps Construction, Operations & Maintenance, and Investigations accounts, as well as projects supported by the Bureau of Reclamation.

Building More Resilient Communities \$25 billion – Creating 325,000 New Jobs.

Problem: Hurricanes, severe flooding, tornadoes and wildfires, destroy housing, local businesses, and public infrastructure, displace families and force thousands of Americans into homelessness each year. Since the 1990s, the frequency and severity of natural disasters in the United States has increased – from an average of 47 per year to 61 in the 2010s, with a high of 97 in 2011. Many of these major natural disasters occur repeatedly in disaster-prone regions. In fact, over the last decade, 30 states have received 10 or more major disaster declarations, and 6 states have received 20 or more during that same period. As these communities strive to recover, rebuilding homes and restoring public facilities are vital. However, limited state and federal resources can only restore this critical infrastructure to its pre-disaster condition and those dollars do little to help communities withstand future disasters.

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Solution: To help communities better prepare for disasters, we will invest \$25 billion to support three individual resiliency programs. The federal funding will be used to (1) support a critical infrastructure resiliency competition; (2) support a new Resilient Communities Revolving Loan Fund; and (3) to support the National Oceans and Coastal Security Fund that supports projects that raise or relocate coastal infrastructure at risk of flooding, and promotes smart coastal development. These three programs will provide high-risk communities with the tools to prepare, prevent, and recover from future disasters in order to minimize the cost of recovery from future events.



\$100 billion in new funding to build 21st century **Energy Infrastructure**, upgrade our failing power grid, and lower electric bills.

Next Generation Energy Infrastructure \$100 billion - Creating 1.3 Million New Jobs

Problem: America's electrical grid consists of an antiquated patchwork of interconnected power generation, transmission, and distribution facilities, some of which date back to the early 1900s. Not surprisingly, the grid suffers from hundreds of avoidable power failures each year, costing our economy between \$25 and \$70 billion annually. Our grid simply is not up to 21st century challenges like resiliency to extreme weather events and cyber-attacks. Incredibly, the World Economic Forum ranks our electric grid at 24th in the world in terms of reliability, *just behind Barbados*. In addition, our current energy tax incentives which are intended to promote growth in alternative energy resources, are overly complex and far less effective than they should be. Today, there are 44 different energy tax incentives. More than half are too short-term, while others are targeted to niche technologies, impeding certainty and undermining the ability to stimulate significant, long-term investment in new energy technologies and the infrastructure necessary to support them.

Solution: We will invest \$100 billion in much-needed power transmission and distribution upgrades, and we will consolidate and reform existing tax incentives for clean, renewable energy. These investments will improve the reliability and resiliency of our electric power grid, protect against cyber-attacks, and prepare for more locally generated renewable energy. In addition, a permanent incentive would be given for electricity generation, transportation fuels, and energy efficiency improvements. The level of incentive would be based on performance: the cleaner the technology or the more energy conserved, the larger the incentive. Technology-neutral energy tax credits would reward clean energy and promote innovation and investment in renewable energy and energy conservation. With this new certainty in the tax code, large investments to support next generation energy infrastructure will be viable, supporting new energy opportunities that will increase efficiency, protect the environment and bring down consumer costs.

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\$20 billion to Expand High-Speed and Affordable Broadband access for millions of Americans, and Improve Public Safety.

Connecting America's Communities \$20 billion – Creating 260,000 New Jobs

Problem: Access to quality and affordable high-speed internet is no longer a luxury; it is a necessity for 21st century commerce, education, telemedicine, and public safety. High-speed internet can unlock communities' full economic potential, help rural areas attract new employers, improve healthcare outcomes, and help students succeed. Yet, despite its importance, according to recent Federal Communications Commission (FCC) data, as of January 2016, nearly 40% of Americans living in rural areas and 10% of Americans living in urban areas lack access to quality high-speed broadband. The Organization for Economic and Co-Operation Development (OECD) ranks the U.S. 16th in the world in terms of broadband access, and we are 12th in terms of average broadband speed.

Solution: To close the rural-urban divide, and to push toward ubiquitous access to high-speed broadband, we will invest \$20 billion to fund the build out of high-speed broadband in unserved and underserved areas. This funding will be available to projects currently eligible under programs at both the Department of Commerce and the US Department of Agriculture. We also propose expanding the programs to enable grant recipients to use grant funds to deploy various types of infrastructure capable of offering, middle-mile, last-mile wired and wireless broadband access, and adding evaluation criteria in the awards process to ensure that the funding goes to the most effective and efficient uses. Finally, we propose ensuring additional funding is available to help upgrade our nation's aging 9-1-1 system and other critical infrastructure technology.



\$20 billion to address critical infrastructure backlogs on Public Lands and in Indian Country.

Investing in America's Public Lands & Tribal Infrastructure \$20 billion – Creating 260,000 New Jobs

Problem: Despite America's public lands being a driver of economic growth, the natural infrastructure that makes this possible has been long overlooked and suffers from serious backlogs. The outdoor industry alone contributes \$646 billion to the US economy and supports over 6 million direct jobs, yet we have failed to make investments in facilities, roads, trails, and other restoration needs on Federal lands. In 2015 alone, over 307 million people visited National Parks, yet the Park Service has a deferred maintenance backlog of \$12 billion. Furthermore, throughout Indian Country there are serious infrastructure backlogs and deficiencies. The Indian Health Service estimates that \$10 billion is needed to renovate health facilities. Additional funding is needed to address construction backlogs at tribal and Bureau of Indian Education-run schools, and on Bureau of Indian Affairs roads, bridges, water and sewer systems, and more. By making investments in our

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Federal lands and throughout Indian Country, we can ensure that this economic engine continues to be a catalyst of economic development for communities and business in rural America and across the country.

Solution: We will invest \$20 billion in federal funding in public lands and tribal infrastructure. This includes funding for construction, maintenance and restoration projects at the four Federal land management agencies – the National Parks Service, the US Forest Service, the Bureau of Land Management, and the US Fish and Wildlife Service. We also propose significant federal funding, above current tribal set asides in other programs, for tribal health care facilities, schools, roads, public safety maintenance and other construction needs. Investments of this type have bi-partisan support and this blueprint makes a significant down payment toward the construction backlog on federal and tribal lands.



\$10 billion to modernize Department of Veterans Affairs Hospitals, Extended Care Facilities, and other infrastructure critical to our nation's heroes.

Modernizing VA & National Guard Facilities \$10 B – Creating 130,000 New Jobs

Problem: Sixty percent of VA's buildings are 50 years or older and the VA's rolling facilities assessment shows almost \$10 billion in code deficiencies at existing clinics and hospitals across the country. In addition, the VA's Long Range Strategic Capital Investment Plan estimates a need of \$41-\$50 billion over a 10 year period to close currently identified gaps in capital infrastructure. Moreover, VA often relies on the States for assistance in meeting the long-term care needs of America's Veterans. For instance, State Veterans homes provide more than half of VA's long-term care workload, yet these homes receive less than 15 percent of VA's long-term care budget. In addition our Army National Guard Readiness Centers are falling further and further behind. Readiness Centers are critical to protecting communities across the country from any number of threats, but a lack of investment threatens to push these critical centers into failing condition within the next 10 years.

Solution: To address this backlog and ensure that our Veterans get the modern care they deserve, we will invest \$8.5 billion in funding for on-going and high priority major VA construction projects. In addition, we will invest \$500 million to help foster partnerships with States to construct high-priority extended care facilities, and \$1 billion to help address capital backlogs at domestic military installations, including National Guard and Reserve centers.

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\$10 billion to support the creation of **New Innovative Financing** tools aimed at unlocking capital and increasing infrastructure investment.

Closing the Infrastructure Financing Gap \$10 billion - Creating 1.3 Million New Jobs

Problem: The American Society of Civil Engineers reports that the US would have to invest \$3.6 trillion just to bring our existing Infrastructure into a state of good repair by 2020 – a level that far outpaces current federal investments. Estimates are that this continued gap could strip 2.5 million jobs and \$4 trillion of gross domestic product from the economy. While this Blueprint will go a long way toward addressing this shortfall, more can and should be done to drive even greater investment into our infrastructure and tap new and innovative pools of potential investments.

Solution: To leverage additional funding and help drive greater investment into our nation's infrastructure, we will invest in a new infrastructure finance entity, like an 'I-Bank', that would unlock pools of capital to provide low-cost loans or loan guarantees for appropriate projects across a broad range of sectors, including transportation, energy, affordable housing, and water infrastructure. It's estimated that the creation of such a fund with \$10 billion in seed money could leverage over \$100 billion in private investment over 10 years for infrastructure projects. In addition, we propose protecting and strengthening the existing financing programs available under USDOT and other agencies, including the Railroad Rehabilitation & Improvement Financing (RRIF) program, the Transportation Infrastructure Finance and Innovation Act (TIFIA), and EPA's Water Infrastructure Finance and Innovation Act (WIFIA). These traditional financing programs have been critical tools in advancing a number of projects across the country. All projects must abide by federal prevailing wage requirements, environmental rules, 'Buy America' provisions and other requirements that would apply to a federally-assisted project within a particular infrastructure sector.

This is our blueprint to rebuild America. It will improve the lives of all Americans, and create **fifteen million jobs** that our economy desperately needs. It will invest directly in communities across America, and will not privatize critically important public assets. It will also provide adequate resources for the Government Accountability Office and agency Inspector Generals to ensure taxpayer funds are not wasted.

It is a realistic plan that we can all get behind. Join us.