



February 5, 2025

Senator Joni Ernst
Via Facsimile: 202-224-9369

Dear Senator Ernst:

Blueprint 2025 is an informal initiative established in 2016 to give voice to a longstanding network of Infrastructure Professionals who saw an Administration led by a businessman President, without preconceived attitudes, as an opportunity to refocus what they believed to be an outmoded and backwards view of infrastructure and the proper role of government in building and maintaining it. With this objective, we actively consulted with the first Trump Administration and have worked diligently since that time to carry forward the *Visionⁱ* which resulted from that consultation.

Your leadership in joining with colleagues to establish a *DOGE Caucus* is greatly appreciated:

- The DOGE mission effectively advances the Blueprint 2025 objective – reformulation of infrastructure policy to focus it toward the future, make it more nimble and efficient, effectively engage the private sector and otherwise do what is necessary to return the U.S. to its proper position as the country with the worlds’ most efficient, most productive and most sustainable infrastructure.
- The Executive Order establishing the DOGE is well thought out and well drafted. It establishes an efficient organizational structure for carrying out the DOGE mission and for using digital systems and AI for doing that.
- The DOGE approach appropriately advances the Blueprint prime recommendation – fully utilize digital technologies and AI as tools for achievement of national objectives. Expedite NEPA reviews through digitization and AI and use that same technology to improve all governmental functions – both predicting and assessing outcome and allowing for continuous review and adjustments to prevent inefficiency, corruption and waste.

All of those are beneficial functions and functions essential to the renovation of government which this Administration aspires to. Against this background, it is hard for us to understand the controversy over whether agencies’ digital systems can be made accessible to the DOGE delegations which are present in each agency pursuant to the Executive Order. The Administration has decided that we will use digital systems and AI as tools to assess and potentially reformulate governmental programs. Those tools depend on data. The data must be made available if the tools are to be functional. Security clearances may be an issue, but that issue should be readily resolvable. Access to the data systems should expedite the reassessment which is absolutely necessary with a minimum of disruption and delay. The *Caucus*, in our view,

can play a major role in dispelling unnecessary controversy by making clear the real *DOGE* functions and the ways in which they are being carried out.

Again, thank you for your leadership. Please feel free to call on us if we can assist in any way.

Gordon Arbuckle

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ⁱ By 2016, the year of Donald Trump's first election, our founder Norman Anderson had been a thought leader in the infrastructure community for over thirty years. Frustrated with the inability of that era's policy makers to understand and deal with the demands of 21st century infrastructure, he reached out to the incoming Trump Administration in the hope that a businessman President without preconceived attitudes would be able to reformulate infrastructure policy to focus it toward the future, make it more nimble and efficient, effectively engage the private sector and otherwise do what is necessary to return the U.S. to its proper position as the country with the worlds' most efficient, most productive and most sustainable infrastructure. He started the Blueprint 2025 Initiative to give voice to his extensive network of infrastructure professionals regarding the pressing policy issues of that time.