MISSION FOR AMERICA · CHAPTER 17 · THE PLAN

The Mission for Workforce Development

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The Problem

The country faces a labor crisis. There is a huge shortage of the skilled labor we need, looming economic disruption across whole industries, and no national infrastructure to train and deploy workers at scale.

To keep up with retirements and the demands of an expanding grid, the country needs to bring in roughly 73,000 new electricians a year through the mid-2030s, and the apprenticeship pipeline is producing only a fraction of that. The construction industry is already short more than 100,000 HVAC technicians, with the gap widening every year as the aging workforce retires faster than new entrants come up behind them. Four out of five nuclear-industry employers report hiring difficulty for skilled technical roles. Heat pumps sit in warehouses waiting on someone to install them. The grid is falling behind. The workers who could build the clean energy economy are not there.

During the New Deal and WWII mobilization, FDR built the federal framework to find workers, train them, and place them in real careers at the scale the moment required. Over the decades since, it was deprioritized, hollowed out, and finally torn down completely. The administration has proposed folding about a dozen federal job-training programs into a single block grant with no requirement that any of it go to clean energy. Congress kept the programs separate for 2026, and the proposal is back for 2027. The country's main federal job-training law does not set aside a single dollar specifically for the trades the clean energy economy needs.

Health and childcare costs are a second barrier. They keep millions of Americans out of the workforce or locked into their current job. Some have stepped away from paid work to care for young children or aging parents because they cannot afford the alternative. Others stay in jobs they would gladly leave, because walking away means losing the health coverage their family depends on. Still others, people coming home from prison, finishing addiction treatment, or returning after a long stretch on unemployment, face barriers that no employer or public agency will help them clear.

Meanwhile, AI is advancing rapidly, and the displacement of knowledge workers is a real and growing risk. The scale and pace are difficult to predict, but the country has every reason to prepare for the wave.

The country is staring down a convergence of daunting labor challenges. A massive shortage of the skilled workers needed to build anything, a wave of AI-driven layoffs that may be looming for everyone else, and no national system of social services or job training to bridge the two.

The Mission

The Mission for America will make three guarantees. Every American who wants a job will get one. Every American will have healthcare. Every American family will have childcare. A jobs guarantee backed by a strong social safety net will rebuild the workforce at the scale and speed this crisis demands.

Anyone who wants to serve the Mission will be able to start the day the administration takes office. The federal government will train them, credential them, and place them with an employer. The federal

government will pay them while they learn, and cover their health insurance, their childcare, and their housing where the work is far from home. The Reconstruction Finance Corporation will hire them directly where the private sector will not.

The Mission will land in every community through a national network of community health and workforce hubs. Each hub will put training, childcare, healthcare, transportation, career coaching, food assistance, and mental health and addiction support under one roof. Federal care workers will staff the hubs alongside local community organizations with deep neighborhood roots. A worker will be able to walk in, enroll in paid coursework, drop off their child for free care, see a nurse, get a shuttle ride to the worksite, talk to a financial counselor about reducing their debt, and start moving toward a credentialed career, all in the same building.

The physical locations will launch alongside the national online learning portal, where students will be able to learn and complete foundational coursework for their new careers. Online completion will lead to in-person certification at a community college, union hall, employer site, or military base. Stipends will be staggered toward completion, so finishing the program will pay more than showing up for it. Every trainee, every worker in the federal corps, and every apprentice on a Mission-financed project will be a federal or employer-of-record employee under full federal labor law, with paid leave, employer-paid social security, and federal health benefits from day one.

The federal health coverage and universal childcare the Mission will deliver to its trainees, corps workers, and apprentices will become the basis for extending the same benefits to every American, making medical care and childcare affordable and accessible to every household in the country. These benefits will be critical infrastructure for a humane and dynamic labor market, the foundation that will let any worker support a family, pursue education, or take a chance on a new career.

The Reconstruction Finance Corporation will run a federal staffing agency that will connect these workers to employers across every chapter of the Mission for America. The agency will do three jobs. It will fund training through unions, community colleges, technical schools, contractors, and registered apprenticeship sponsors at scale. It will credential them through the national journey-card system, with one credential per trade, recognized in every state. It will place them with employers who meet high standards. Every dollar of RFC project financing across the Mission will carry the same labor deal, with union prevailing wages, apprenticeship slots, federal health benefits, the national credential, and a multi-year volume guarantee that will let unions widen apprentice classes without fear of the next bust.

Growing the unions, contractors, schools, and care organizations already doing this work will be the Mission's first preference. But the private sector will not take on every job this country needs, and the Mission will launch its own labor and healthcare corps to cover the rest. The Civilian Conservation Corps will bring in the Americans who face the steepest barriers to work. CCC crews will plant trees, fight wildfires, restore wetlands, cap orphaned wells, rebuild community infrastructure in places the private market does not reach, and clear junk and debris from buildings ahead of the retrofit crews, learning welding, heavy equipment operation, basic first response, and other foundational trade skills on the job. Each participant will be paired with a human development coordinator who will help them sort out childcare, transportation, documents, family obligations, and whatever else might stand between

them and launching their careers. The Federal Construction Corps will take on the public works private contractors will not take or cannot finish fast enough. That includes lead service pipes in remote and underserved communities, public housing and federal building retrofits, and clean water and electrification for public schools, hospitals, and remote communities. Its roughly 500,000 workers will be spread across the public-works needs of several Mission chapters, with the Homes and Buildings retrofit pipeline as its single largest deployment and the lead-pipe and clean-water work shared with the Water and Toxins chapters. The corps will work at cost for state and local governments and for the American Building Corporations, which pay it out of the same procurement accounts they use for private contractors, and will hire crews directly on federal property and in places with no contractors to hire. The Public Health Corps, a permanent federal care workforce, will staff community health and workforce hubs in every neighborhood the Mission reaches, providing nurses and social workers and medics, and running the childcare that will make the whole pipeline possible.

The three corps will pay their workers on different terms by design. The Civilian Conservation Corps and the Federal Construction Corps will pay a security wage set close to, and capped at, private entry-level wages in their respective trades, so workers will move on to private trade jobs as soon as those jobs open up. The Public Health Corps will pay competitive wages on parity with its workers' fields, with full federal health benefits and labor protections, because the country needs these workers to stay for the long term.

The Mission is built to succeed in today's tight labor market, where employers across the country already struggle to find the workers they need. Its importance will only grow if mass labor displacement from AI arrives, and it will include a priority track prepared to absorb laid-off workers and direct them into new careers.

Three mutually reinforcing goals will guide the Mission. The first is rebuilding wealth and prosperity for working and middle class Americans by providing stable career pathways into the jobs of the future. The second is training and supporting the workforce needed to meet the challenges of the climate crisis, from conservation labor on the ground to the high-level research and development that drives every other chapter. The third is breaking through the intense loneliness and polarization at the heart of American culture by building a nationwide movement organized around public service, human engagement, and community renewal. Stacked across every Mission chapter, this workforce expansion will be the largest peacetime labor mobilization in U.S. history, drawing in millions of Americans across the decade.

 # Solutions
Solution 1: Wraparound Services and Universal Benefits
Universal health benefits and universal childcare will be the foundation of the workforce the Mission builds. The country cannot draw millions of Americans into new careers on top of a system that ties health coverage to a single employer and leaves parents with no affordable childcare. Removing these barriers will be the precondition for everything else this Mission for America hopes to accomplish.
Community health and workforce hubs
The hubs will be the physical front door to every service the Mission provides. They will operate as one-stop centers where every wraparound service the Mission funds runs out of the same building. A single intake desk will route a walk-in to training enrollment,

childcare placement, health screening, transit assistance, food and SNAP enrollment, mental health support, addiction services, and financial counseling without sending anyone to four different agencies. The hubs will also be the base for the community organizers who run the Mission's neighborhood sign-up drives, including the block-by-block canvass for the Homes and Buildings retrofits.

The hubs will be sited in repurposed dead malls, underused federal buildings, Head Start locations, public school campuses with surplus space, and military bases serving rural communities. These hubs will be staffed by the Public Health Corps and operated in partnership with local community organizations with deep neighborhood roots. The RFC role will be to fund, set standards, and track outcomes.

Universal benefits extend to every American

Every Mission worker will receive federal health benefits through the Federal Employees Health Benefits Program from day one. Every trainee in the federal pipeline, every CCC, Federal Construction Corps, and Public Health Corps worker, and every apprentice on a Mission-financed project will have FEHB coverage on the same terms as a federal employee. The benefits will be portable. A worker who moves from a CCC slot into a private trade career will keep their coverage.

In addition, the workforce buildout will lay the foundation for universal benefits for every American. The healthcare infrastructure created through this Mission will be the platform to launch Medicare for All, and the childcare infrastructure will scale into a universal system for every household in the country. The community health and workforce hubs will be where the average American actually accesses these benefits. Any family can enroll at the hub down the street, see a nurse there, drop off a child at the on-site care center, and get questions answered by staff. The hubs will turn these longstanding aspirations into a practical reality on every block.

A direct payment for raising children

Raising children is the most important work any society does, and the country will start treating it that way. Alongside the childcare, health benefits, and training the Mission delivers, every family will receive a direct monthly payment for every child they are raising, from birth until the child reaches adulthood. The payment will go to the family whether a parent is in the paid workforce, home with a young child, or caring for a relative, because the work of raising the next generation carries a value the labor market has never priced.

The program will make permanent the child benefit the country has already proven it can run. In 2021, an expanded, fully refundable Child Tax Credit paid monthly to nearly every family cut child poverty by roughly a third in a single month and kept 3.7 million children out of poverty, then lapsed at the end of the year and let that progress reverse. The permanent version will keep what worked and fix what did not. It will be universal and will reach every child regardless of a parent's earnings, so the poorest families, the ones a work-tested credit leaves out, will receive the full amount. It will be paid monthly as steady income a family can build a budget around. It will be paid per child, so a family's support will match the size of the family it is raising.

The payment will be both a wage for care work and an investment in children, and it will pay off on both counts. Cash in the hands of parents is among the most effective tools the country has for improving children's health, school performance, and lifetime earnings, and the money spent lifting a child out of poverty returns more than it costs over that child's life. The community health and workforce hubs will be where families enroll and where the payment is administered, so a parent who walks in to sign up for training or drop a child at care will be able to turn on the child benefit at the same desk, without filing a tax return or clearing an income test to prove they deserve it.

Worker housing and transit

Access to the community health and workforce hubs will be a key driver of the public transit expansion laid out in the Mission for Public Transport. Every hub will sit on the new and expanded routes that chapter builds out, so workers can get to training, childcare, and the worksite without needing a car. For projects in remote areas where housing is short, the RFC will fund temporary worker housing as needed, either a stable of quality mobile homes that move with the work, or vouchers covering local rentals.

What this delivers. A national network of community health and workforce hubs that puts every wraparound service under one roof. Universal childcare from birth through kindergarten, with nighttime care where the work requires it. A direct monthly per-child payment to every family, paid for the work of raising children and delivered through the hubs with no income test. Federal health benefits that break the benefits lock for every worker in the pipeline and serve as the platform for Medicare for All. Worker

housing at major project sites. Shuttle transit between home, the hub, and the worksite. A practical path through the workforce mission to universal federal benefits and universal childcare for every American.

Solution 2: The Three Federal Corps

America has built a federal workforce at this scale before, and it built it fast. In a single summer in 1933, the Civilian Conservation Corps put roughly a quarter of a million men into camps doing conservation work across the country. It moved that fast because the Army already knew how to recruit, house, train, and move people by the hundreds of thousands, and turned that machinery to civilian ends. Across the same decade, the Works Progress Administration hired millions directly to build the roads, schools, and libraries their own towns needed, while the Public Works Administration financed the private contractors who poured the dams and raised the bridges the country still runs on today. The Mission revives that proven structure and completes it with the piece the New Deal never had — a permanent care workforce that makes it possible for everyone else to get to the jobsite. It runs through three federal corps.

Three federal corps will sit inside the workforce mission because each one serves the engine that makes the whole pipeline run. The Civilian Conservation Corps will be the on-ramp for Americans facing the biggest barriers to employment, feeding worker-ready graduates into the private trades. The Federal Construction Corps will take on the public construction and retrofit work private contractors will not take or cannot finish fast enough, training the next generation of tradespeople through that work and feeding them into private careers as the sector grows. The Public Health Corps will be the country's permanent federal care workforce, staffing the community health and workforce hubs with nurses, social workers, medics, and childcare workers. It will be the one corps built to keep its people for the long term. They belong here because the workforce pipeline cannot run without them. All three will train workers through the work itself, and all three will hire through the same staffing agency as every private contractor in the Mission.

The Mission will also stand up new public corporations in other chapters of this plan, each one chartered to do a job the private market has failed to deliver. The largest is the American Building Corporation system, the competing regional public corporations that run the Homes and Buildings Mission. Every one of them will hire its workers through the Mission's staffing agency, pay union prevailing wages, accept the national credential, and meet the same labor standards as any private contractor on a Mission-financed project. Their workers will come from the pipeline this chapter builds. The case for each corporation is made in its own chapter.

The Civilian Conservation Corps

The Civilian Conservation Corps will be the federal employer of first opportunity for Americans the private market will not hire on day one. The CCC will exist to bring people into the workforce, with the work it does serving as the vehicle for that mission. The target populations will include the long-term unemployed, young Americans who never got a first job, the re-entry population, parents blocked by childcare costs, those with no work history or family connection into a union, and Americans managing addiction or untreated mental illness. Every CCC participant will be paired with a human development coordinator to guide them through the process.

The work will be mainly conservation, disaster response, orphaned-well capping, mine-land reclamation, wildfire defense, and community infrastructure repair in places the private market does not reach. CCC crews will also take on the junk removal, cleanouts, debris hauling, and site cleanup that clear the way for the trades on the Homes and Buildings Mission's rehab jobs, with the American Building Corporations paying for that work as they would any crew. Beyond developing the workforce, the CCC's projects will deliver the resilience and restoration work that thousands of American communities urgently need and cannot afford to do on their own. Project sites will double as training sites. A crew restoring a fire-damaged watershed in Oregon will be learning heavy equipment safety, surveying, and emergency response at the same time, with credentialing milestones built into the assignments. Federal funding will cover the work, the training, and the wages. Each region's CCC operations will be anchored by community organizations with deep local roots.

The Federal Construction Corps

Where the CCC will be built around bringing people in, the Federal Construction Corps will be built around getting specific public works done. The Federal Construction Corps is the public prime contractor for the construction and retrofit projects private firms will not take or cannot finish fast enough. Private contractors remain the default on the Mission's work, and the corps steps in wherever they fall short. It is an operator. The federal staffing agency (Solution 3) is the Mission's labor pool, and the Federal Construction Corps hires its crews through that same agency, on the same terms as every private contractor. What makes it distinct is that it is the entity that holds the job, carries the liability, and stands behind the work where no private prime will. In the Homes and Buildings Mission, the regional American Building Corporation calls in the corps when a private firm will not take a job at the published price cap or a private crew is falling behind, and pays it as it would any contractor. The corps works most often in remote and underserved communities, on lead service pipes there, and on public housing, federal buildings, schools, and hospitals where private crews are not keeping pace. It operates as an at-cost prime contractor for state and local governments where the work is contracted out, and as a direct federal employer where the work sits on federal property or in communities without contracting capacity. Its workers are tradespeople in training, learning their craft through supervised practice on real construction projects. A crew replacing lead pipes in a school will deliver clean water and train the next generation of plumbers at the same time.

The Public Health Corps

The Public Health Corps will be the federal care workforce. It will staff the community health and workforce hubs detailed in Solution 1 with nurses, social workers, medics, mental health professionals, and childcare workers in every community where the Mission lands. Childcare will be a core part of what the Public Health Corps delivers, running from birth through kindergarten at every hub, with nighttime care in communities where the work requires it. The Public Health Corps will pay its workers competitive wages on parity with their fields, with federal health benefits and full federal labor law protections. The wages will be set high enough to keep these workers in the public sector for the long term and low enough to leave staff in place at existing health clinics, childcare centers, and social-service organizations. Those organizations will be eligible for RFC support to expand on the same labor terms, so what already exists

will grow alongside the corps. The Mission's goal will be to lift the whole field, including the institutions already doing the work. Care workers and childcare workers alike will be credentialed through the same national journey-card system as the rest of the Mission's pipeline, so they can move between Mission roles and private-sector employers freely. The childcare workforce itself will be a recursive training pipeline, with new care workers credentialed and placed through the same system that staffs the hubs.

Local roots, national pathways

All three corps will recruit, train, and place workers primarily in their own communities. A Civilian Conservation Corps crew member working on the Cumberland watershed will live nearby, train at the nearest hub, and graduate into a private trade career within driving distance of home. The Federal Construction Corps will do the same for tradespeople in every region, and the Public Health Corps will staff each community health and workforce hub with care workers from the neighborhoods those hubs serve. The Mission will also open national pathways for corps members who want to serve elsewhere. A CCC crew member in West Virginia who wants to fight wildfires in Oregon will be able to apply. A Federal Construction Corps electrician who wants to work with the South Korean nuclear crews will be able to transfer. The same will be true for Public Health Corps members who want to deploy to communities with the deepest need. The default will be local service, with national pathways available for anyone who wants to take them.

What this delivers. Three federal corps that take on the populations and projects the private market will not serve. A Civilian Conservation Corps that gets barrier-facing Americans work-ready and hands them off into private trade careers. A Federal Construction Corps that takes the public works private crews will not take or cannot finish fast enough, in lead pipes, public housing, federal buildings, schools, hospitals, and remote communities. A Public Health Corps that staffs the care infrastructure every Mission worker depends on, paid competitive wages that keep the staff in place without draining the clinics and social-service organizations already doing the work. A security wage on every CCC and Federal Construction Corps job that points workers outward into private trade careers as fast as the private sector can absorb them.

Solution 3: The Federal Staffing Agency

The federal staffing agency will scale up the institutions already doing the country's workforce training. The unions, community colleges, technical schools, and contractor apprenticeship programs training tradespeople today are the strongest of those institutions. The staffing agency will fund them to scale, build new capacity only where the existing pipeline cannot deliver, and tie the whole system together with the national credentials and the statutory labor deal that follow.

The three jobs the staffing agency does

The staffing agency funds training. It funds unions, community colleges, technical schools, contractors, and registered apprenticeship sponsors to train workers at scale. The default strategy is to grow what already works. The RFC will pay for training to expand, including stipends for trainees, expanded faculty, modern equipment, and pre-apprenticeship math and reading bootcamps for adults who need to

clear the entry-test gap. Trainees will be paid from the day they sign up on the national online learning portal. The stipends will be staggered, paid out as each stage of the course is finished, with a cash bonus for completing the online track. Online completion will earn an entry-level credential, priority access to apprenticeship slots, and direct enrollment in the paid in-person classes that lead to the full journey card.

The staffing agency credentials. Each Mission trade will have its own national credential, transferable across every state, on the model of the journeyman cards the building trades already use. An electrician credentialed through the Mission will be licensed to work in Ohio, Pennsylvania, or any other state without re-licensing. The same will be true for HVAC technicians, heat pump installers, plumbers, welders, hydrogen process technicians, and every other Mission occupation. Each credential will meet or exceed every state's existing requirements for that trade.

The staffing agency places. The staffing agency will match credentialed workers with employers on terms that protect the workers and reduce the hiring risk for the employers. Larger projects will use formal Direct Entry agreements with unions, paired with multi-year project labor agreements backed by RFC project pipelines. Smaller employers will be able to call the staffing agency for vetted, credentialed workers ready to start.

The RFC labor deal

Building trades unions tightly control apprentice intake for a reason. Construction has historically run in boom-bust cycles, and the bust falls hardest on the most recent journeymen. A local that opens its doors during a boom and then watches half its members go without work two years later does lasting damage to its standing with its own people. The Mission's multi-year RFC project pipelines will change that calculus. The Homes and Buildings chapter alone will commit a national retrofit program backed by the RFC, with a ten-year authorization of upgrade contracts once the RFC charter passes, absorbing hundreds of thousands of electricians, HVAC technicians, plumbers, and insulation workers. Comparable guarantees in nuclear, transit, hydrogen, and every other Mission chapter will round out the picture. The unions will widen the door because the work will be guaranteed.

Occupational standards and curricula will be set by joint councils of employers, unions, training providers, and the federal government. The councils will define what an electrician, an HVAC technician, a heat pump installer, a welder, a hydrogen process technician, and every other Mission occupation needs to know, and they will set the curriculum every training partner teaches against.

Year one and the military kickstart

The Mission cannot wait three years to build civilian training capacity from scratch, and it does not have to. The military is the one institution in the country that already knows how to stand up an operation of this size in months. Its real value to the Mission is its logistics and mobilization machinery, the proven ability to move people, equipment, and instruction wherever they are needed and get a program up and running fast. In year one, that machinery becomes the accelerator for the civilian system.

The instructors will come from the ranks of veterans, the skilled tradespeople and technical specialists leaving service, recruited as the founding cohort of trainers so active-duty personnel can stay at their posts. They bring the welding, pipefitting, electrical, heavy-equipment, nuclear-operations, and field-

medicine expertise the Mission needs, and they teach it on underused military bases and other surplus federal space stood up as the first regional training and care hubs. The Navy's nuclear training pedigree anchors a civilian reactor-operator track for the Nuclear Mission, and former military medics and corpsmen train the founding cohort of the Public Health Corps.

To get the partnership working fast and avoid years of interagency negotiation, the president will assign the mobilization to a single senior logistics commander under existing military authority, with a clear mandate and the standing power to redirect the armed forces' logistics apparatus toward it. That commander answers to the director of the workforce mission and integrates directly with the Federal Construction Corps and the public corporations the Mission charters, beginning with the American Building Corporations, so the military plugs into one accountable chain of command. The assignment is built to end itself. Its whole purpose across the first 18 months is to train the trainers and stand up the permanent civilian institutions that replace it, so that when it sunsets the civilian system runs on its own and the military steps back.

Enforcement

Federal field staff will be sized to monitor compliance across every Mission-financed project, making audits of training programs and contractors a routine part of the work. Training programs that fail to place graduates will lose funding. Contractors that fail to meet labor standards will lose access to Mission financing. The standards in the labor deal will be backed by the staff and the authority to make them real.

What this delivers. A single federal training-and-placement system that supplies workers to every Mission employer across every sector. National credentials recognized everywhere, replacing the state-by-state patchwork. A labor deal written into statute on every RFC-financed project, with union wages, apprenticeship slots, federal health benefits, and a multi-year volume guarantee that unlocks union intake expansion. Joint councils that put employers, unions, training providers, and the federal government at the same table to design occupational standards. A military-led accelerator in year one that bridges the gap to a permanent civilian system. Enforcement capacity that audits both sides of the deal and pulls funding from programs and contractors that fail to perform.

How the System Runs

One person runs the workforce mission as a whole, accountable to the RFC and given a clear mandate on day one, so no part of the system waits on a committee to learn who is in charge. The work divides into the three lanes the New Deal proved out with the CCC. The first lane brings people in and keeps them able to work. The second trains and mobilizes them fast. The third directs them to where the jobs are. The community health and workforce hubs run the first lane in every community. The staffing agency runs the second and third — the training, the credentials, and the placements — through regional operations that own their territory end to end. One national director, one regional office for each territory, one hub on the block, and every level knows what it owns. The regional office is where the match happens — it holds the demand forecast for the Mission projects landing in its territory, scales the union, college, and contractor training to meet it, oversees the hubs, and runs the placements. These offices will be drawn to line up with the regions of the American Building Corporations and the Mission's other public corporations, and will be redrawn along with them when the RFC changes the map, so the workers and

the work always share one map. The original CCC ran on this logic, dividing the country into the Army's regional commands and letting each run its own camps.

For a worker, the whole thing is a single path with one front door. An American walks into the hub, and a single intake desk enrolls them in training, sets up childcare, turns on federal health benefits, and clears whatever else stands between them and a career. They start on the national online learning portal the day they sign up, then move into paid in-person training with a union, a community college, a contractor, or, in the first year, the military kickstart. They earn a national journey-card credential good in every state. The staffing agency then places them with a private employer, or into one of the corps if the private market is not yet hiring in their trade. Their benefits travel with them the whole way, so the next step is always forward.

For an employer, the system answers a phone call. A small contractor calls the staffing agency and gets vetted, credentialed workers ready to start. A large project signs a Direct Entry agreement backed by a multi-year RFC pipeline. What makes that possible is the demand loop running underneath. Every Mission chapter tells the staffing agency which trades it will need, where, and by when, and the RFC's project pipelines turn those needs into guaranteed work. The agency turns that forecast into training orders for its partners and recruitment targets for the hubs, so the credentialed workers are ready before the work arrives. Where no private contractor will take the work, or private crews cannot finish it fast enough, the Federal Construction Corps does it directly, and the Civilian Conservation Corps brings in the people the market has written off.

RFC capital flows through the staffing agency to the training partners, the corps, the hubs, and the trainees themselves. The system starts the way the CCC did, fast and borrowed. In the first year the military kickstart supplies the instructors and the logistics to stand up training at scale, and by month 18 it has trained its civilian replacements and stepped back, leaving a permanent system the staffing agency grows year over year.

Solution 4: International Skill Exchanges

Where the country needs to move faster than the domestic pipeline can catch up, the Mission will pursue two-way skill exchanges with the countries that build the things America has stopped building at scale. Foreign experts will come to American jobsites to train American crews. American apprentices will rotate into top foreign sites to learn the disciplines built abroad. France, Korea, and Japan each ran a version of this playbook in the second half of the twentieth century, licensing foreign technology and learning directly from the firms and experts that held it, then localizing and mastering the work at home. Within a generation France was finishing nuclear reactors on schedule, Korea was exporting them, and Japan was running the world's most advanced manufacturing base. The Mission will run the playbook in both directions at once.

Each exchange will be tied to a specific Mission project, requested by the public corporation or contractor building the work, and bounded by a sunset date written in on the day the exchange opens. As the domestic training pipeline catches up in a given sector, the exchanges in that sector will close.

The RFC will actively seek partnerships with foreign governments, industries, and labor bodies in the sectors where the Mission needs institutional knowledge. Foreign experts will train American apprentices on Mission jobsites, with the skill transfer written into the contract. American apprentices will rotate into top foreign sites on the same agreements, embedded for six months to two years and returning home as the master crews of the Mission's buildout. A dedicated RFC team will help workers and their families settle in on either side of the exchange.

What this delivers. A project-tied workforce-acquisition mechanism that brings critical sectoral expertise to American jobsites where domestic training cannot keep up with Mission demand, and that sends American apprentices into the world's strongest industrial sites to learn the disciplines built abroad. American apprentices learning from foreign experts on every Mission-financed jobsite that uses the program, with the skill transfer written into the contract. Foreign workers paid the same prevailing wage as their American counterparts, with full federal labor protections and family visas attached. Exchanges tied to specific Mission projects, with sunset dates written in on the day each exchange opens and no general industry visa attached on the inbound side.

Presidential Leadership

The president will sell three guarantees the country has waited generations for — a job for every American who wants one, healthcare for every American, and childcare for every American family — and the machinery that delivers them.

During the Campaign

The candidate makes the case in person. The candidate will run on the three guarantees and turn them into concrete commitments: the federal government will end the workforce crisis, the benefits lock will break, the Mission will train and employ the Americans the private market has written off and graduate them into real trade careers, and when AI displacement comes no one will be left to figure it out alone. The tour will run through skilled-trades training programs, IBEW and SMART halls, community colleges, public housing complexes ready for retrofit, and the deindustrialized towns the Mission will rebuild first.

The campaign stunt. The candidate will work a shift at a community center — drawing the chairs at a childcare room, sitting at the intake desk, standing alongside the care workers and trainees the Mission is built around — to make the abstract guarantee of a job, healthcare, and childcare tangible in one image, on the kind of block where the hubs will land.

Name the opposition. The candidate will name who will fight this and why. The people who will brand a jobs guarantee or Medicare-for-All "socialism" will get answered head-on, with the plain argument that an American who wants to work and cannot afford childcare or coverage is caught in a trap. The private temp-staffing industry, which profits from churn and insecurity, and the anti-union forces that

have spent decades hollowing out the trades, will be named as what stands between workers and stable careers. The candidate will use the bully pulpit without flinching and, when members of Congress line up to kill the guarantees, will take the campaign into their own districts against them and back primary challengers.

Long-lead groundwork. Because civilian training capacity cannot be built from scratch in a single year, the work will begin before the win. Volunteer allies will open early talks with the building trades unions on the first Direct Entry agreements, line up the founding cohort of veteran instructors leaving service, and short-list the coal-country, river-city, and rural communities with the deepest concentrations of discouraged workers as the first CCC partners.

The Transition

Executive — name the people. The president-elect will name a director to run the entire workforce mission, accountable to the RFC; the deputies who will head the federal staffing agency and the three federal corps; the Secretary of Labor; and, with the Department of Defense, the senior logistics commander who will run the military kickstart. They will be told to get working before confirmation.

White House and Departmental — engage Labor and Defense. The incoming team will engage the Department of Defense immediately on the military kickstart — identifying the founding cohort of veteran instructors, planning the first training sites on underused bases, and setting the 18-month handoff timeline — and will work the Department of Labor to ready the credentialing and labor-standards machinery. The team will convene the major skilled-trades stakeholders — the building trades unions including IBEW, UA, and SMART, alongside community colleges, technical schools, contractor associations, and employer consortia — to co-design the national credentials for each Mission trade, and will open negotiations on the first wave of Direct Entry agreements.

RFC — stand up the staffing agency. With the RFC, the team will design the federal staffing agency and its regional operations, set the standard labor deal that will ride every project, and line up the first community health and workforce hub sites and the first CCC community partners so work can begin in the opening weeks.

Draft the legislation. Counsel will draft the full workforce package for the opening window: the charter for the federal staffing agency inside the RFC, the statutory authorization of the three corps as standing federal employers, the codification of the federal labor deal, the national journey-card credentialing standard, the staggered-completion training-stipend statute, and the permanent FEHB extension.

Day One

The president will launch the military kickstart under existing military authority and extend federal health benefits to Mission participants under existing FEHB administrative authority. A second order will direct every federal agency to apply Mission labor standards to all new RFC-financed project contracts, and a third will direct the relevant agencies to begin standing up the first community health and workforce hubs at the transition-chosen sites. The national online learning portal will go live the same day with its initial coursework. A further order will establish the attribution architecture, so that

every Mission worker receives a signed letter from the president, every Mission-financed jobsite carries plain-English signage naming the Mission, and the White House schedules a monthly Mission Worker recognition event.

The First 100 Days

The legislation readied during the transition goes to Congress in these weeks, and the president will push it through firsthand, spending the office's own capital on it. It will charter the federal staffing agency inside the RFC; authorize the Civilian Conservation Corps, the Federal Construction Corps, and the Public Health Corps as standing federal employers; codify the federal labor deal as a permanent statutory requirement on every dollar of RFC project financing; establish the national journey-card system as the federal credentialing standard; enact the staggered-completion training-stipend statute; and make the FEHB extension permanent.

Operational: Years 1–10

When a hub opens or a cohort graduates into a career, the president will be there to mark it, the guarantees defended in person as the corps scale and the benefits extend toward every American, and will confront the temp-staffing industry, anti-union forces, or members of Congress when they move against the build — taking the fight into the districts of the members who try to stall it. The three layers will split the ongoing work: the president will carry the bully pulpit, the appointments, and the highest-stakes fights; the White House will keep Labor, Defense, and the rest of the agencies aligned and run the attribution architecture; and the RFC's workforce team will execute the financing, the staffing agency, the credentialing, and the three corps.

What the Ten-Year Mission Delivers

Foundations by Year 1 (2030)

- The president's signed letters arrive in the mail of the first wave of Mission workers
- The first community health and workforce hubs open in repurposed dead malls and former Head Start sites in cities across the country
- The military kickstart sends its first cohort of electricians, pipefitters, nuclear operators, and emergency medics through accelerated training on underused military bases, taught by veteran instructors
- The national online learning portal goes live, with sign-ups pouring in from the first month
- The first Direct Entry agreements with the building trades unions are signed, with multi-year work guarantees attached
- Federal health benefits extend to every Mission participant, and the first wave of mid-career workers begins to leave benefits-locked jobs they could not afford to leave before

The Workforce at Scale by Year 5 (2034)

- A worker in any city or town can walk into a hub on a Tuesday morning, enroll in paid training, drop off a child for free childcare from birth through kindergarten, see a nurse, sign up for SNAP, and start moving toward a credentialed trade career
- The Federal Construction Corps has 500,000 workers taking the public works private crews will not take or cannot finish fast enough, from lead pipes in remote and underserved communities to public housing and federal buildings
- The Civilian Conservation Corps has another 500,000 workers in conservation, disaster response, community infrastructure, and rehab cleanouts, with human development coordinators clearing the barriers that kept them out of the labor force for years
- The staffing agency is placing hundreds of thousands of credentialed workers a year into private-sector careers across the building trades, clean power, EVs, nuclear, hydrogen, steel, trucking, water, public transport, and industry
- The national journey-card system is recognized in every state
- The first South Korean nuclear construction crews are on Hudson Valley sites alongside American apprentices
- Universal childcare is reaching every Mission community, and the extension to every American is well underway
- The attribution architecture is visible everywhere, with workers, contractors, and organizers recognized by name on jobsites, in reality-TV reportage, and at White House ceremonies

The Mission Delivered by Year 10 (2039)

- The workforce gap that constrained every other Mission chapter is closed
- The Federal Construction Corps is ramping down as private demand absorbs its graduates, with a residual public corps continuing the public-housing electrification work for another generation
- The Civilian Conservation Corps continues as a permanent on-ramp for Americans facing the biggest barriers to work
- The Public Health Corps continues as a standing federal care workforce
- The benefits lock is broken, and federal health benefits and universal childcare are established as permanent rights of every American
- The country has the largest, most skilled workforce in the world
- The first wave of AI displacement has been absorbed into the trades through the Mission's priority track
- The workforce mobilization has been the largest the country has run in peacetime, drawing millions of Americans from discouraged workers, the long-term and young unemployed, parents who had been locked out by childcare costs, the re-entry population, Americans managing addiction or untreated mental illness, AI-displaced knowledge workers crossing into the trades, and the skilled workers brought in through time-limited international exchanges