

- INNOVATING FOR THE PUBLIC GOOD & INNOVATING FOR US

A New Path to a Thriving Democracy

THE STAKES

We assumed democracy was durable. That assumption is wrong.

American democracy is a recent experiment, not a permanent fixture. It is under strain that is intentional, structural, and accelerating through decades of work. The causes vary. The outcome does not: a democracy that is less trusted, less functional, less stable, and not certain to prevail.

THE REALITY

2016 was a wake-up call.

2024 demonstrated the fragility of our democracy.

Today, things are worse, not better.

WHAT A WEAKENED DEMOCRACY COSTS US

Our Constitutional Democracy eroded, one institution at a time.

ALREADY UNDERWAY

The loss of the ability to dissent safely.

The narrowing of who gets to belong and thrive.

The distortion of what people can know and trust.

The hollowing out of institutions meant to serve the public.

The purposeful ideological skewing of the judiciary.

The possibility that elections continue but cease to matter.

AT RISK

The baseline dignity that gives each person a sense that their voice matters and their future is theirs to shape. And with that, the very foundation on which democracy rests.

THE CHALLENGE

Our failure: Winning elections, but not building power.

While we are still operating on the blind assumption that the core systems of our constitutional democracy will hold, well-funded movements have worked over decades across multiple levers to weaken democratic institutions and reshape them to serve narrow interests. Since the founding of the Heritage Foundation in 1973, they've built the think tanks, legal pipelines, media infrastructure, and donor networks designed to shape American life across generations.

MEANWHILE, ON OUR SIDE

Most giving has focused on election cycles, not on building the systems that sustain democracy. It is reactive, fragmented, risk-averse, and focused on efficiencies. Voter registration, GOTV, and crises of the moment matter — but none of it is building the foundation underneath.

THE LONG-GAME INVESTMENT WE ARE UP AGAINST

\$120M+

into Project 2025 since 2020, by six billionaire family networks.

\$22M

spent by Heritage staffing the next administration before the 2024 election was held.

100+

organizations coordinated in lockstep through Project 2025.

OUR SOLUTION

Built to win this cycle. Built to last every cycle after.

THE GAP THAT HAS HELD US BACK

Focusing on short term electoral wins, while not addressing the underlying conditions that determine whether democracy is strong, trusted, and resilient.

THE WORK THE FIELD HAS BEEN MISSING

A systems approach to shifting strategic levers to deliver electoral gains today, while strengthening the foundations of democracy and restoring power to voters.

WHAT IFPG DOES

We work where democratic systems are breaking down. We convene different subject matter experts and design, and catalyze solutions to strengthen democratic resilience in the near term, while building lasting capacity for the future.

- Understand root causes, not symptoms.
- Rapidly prototype, grounded in research and with partners .
- Resource and scale what works.

HOW WE WORK

From research to adoption at scale, focused on the highest impact steps.

A four-step model that turns diagnosis into action across the full system of democracy.



STEP 01

Diagnose the levers for change

Within each pillar, map where the system is most susceptible to change, identifying levers where targeted work produces outsized impact.



STEP 02

Deep research

Commission and conduct primary and secondary research on each lever. Ground every project in evidence rather than assumption.



STEP 03

Convene, ideate, prototype

Bring together technologists, academics, organizers, and policy experts. Ideate and prototype solutions in rapid sprints. The strongest solutions move forward to testing.



STEP 04

Adoption at scale

Back the solutions that prove themselves. Fund continued development, connect teams to partners, and support adoption with training and distribution.

WHERE THE WORK HAPPENS

Democracy is a system of interconnected pillars. We are working across them.

Narrative, elections, trust, and policy together form the foundation of a functioning democracy. When any one of the pillars weakens, the whole weakens. Inside each, we have diagnosed levers that, when moved, transform democracy at its foundation. The work is underway. Scale requires investment.

01

Narrative Innovation

Othering Research (Hart Research). 3 of 4 phases complete; field testing next.

News Deserts. Local civic information's effect on attitudes and outcomes.

Emotions-First Messaging. Toolkit, training, field experiment scoped.

02

Electoral Innovation

Double Haters / Double Negatives Model
First pioneered in 2024. Needs to be expanded for 2026.

Cost Per Electoral Vote / Investment Elasticity Model. Refined for the 2028 cycle.

03

Innovation to Restore Trust

AI & Ideological Skewing of LLMs Initial report complete.

AI Bias Monitoring & Counterbalancing Tools. Diagnostic platform in scoping.

AI Transparency & Traceability. Project scope in development.

04

Policy Innovation

Barriers to Service & Public Trust. "Make the Public Sector Work" playbook underway.

Addressing Income Inequality. Building the narrative and multi-phased strategy.

WHO WE ARE

The network that makes it happen.



Page S. Gardner

FOUNDER

Page S. Gardner founded and led the Voter Participation Center and the Center for Voter Information for two decades, building them into two of the most innovative voter engagement organizations in the country. She pioneered new methods for reaching voters, measuring outreach, and evaluating programs, and identified unmarried women as a previously overlooked demographic that reshaped how campaigns are run. Her work earned the 2020 American Political Science Association Award for evidence-based policy advancing voter registration and turnout. Page brings that same instinct for finding what others miss to IFPG.

A NEW ORGANIZATIONAL STRUCTURE FOR NIMBLE, ADAPTIVE SYSTEMS WORK

A small core team with a proven track record in systems change, supported by a network of senior practitioners spanning the pillars. Low overhead. Diverse expertise. Cross-sectoral teams convened to develop solutions that can only emerge through shared understanding.

INVESTMENT • IFPG

THE ASK

\$5M

We are raising an investment of \$5M for IFPG.

To date, efforts have been funded sporadically, project by project. The ecosystem has validated both the need and the value. Scale requires an initial tranche to enable consistent, coordinated work.

USE OF FUNDS

90%
DIRECT TO PROGRAMMATIC WORK

10%
OPS

10% to operational overhead (legal, core staff).

BUDGET BY STRATEGIC PILLAR

NARRATIVE
\$1.25M

ELECTORAL
\$2.25M

TRUST
\$.75M

POLICY
\$750K

Specific program and project budgets available on request.

SHORT TERM GOAL

To maximize impact, we need **\$1M secured by September 2026**. This is the short term goal.

A COMPANION VEHICLE

Innovating for U.S.

Breaking down silos.

Creating incentives for innovations that lead to generational change.

IFPG — 501(C)(4)

The systems-change engine.

Convenes, diagnoses, and moves the strategic levers that determine whether democracy strengthens or erodes. Operates across the four strategic focus areas. Works in real time, in the field, on the levers most likely to deliver near-term electoral and systemic impact.

IFUS — 501(C)(3)

The R&D engine.

A charitable research and innovation vehicle. Funds interdisciplinary teams to develop, test, and refine new approaches before they are scaled. Tax-deductible. Designed for early-stage experimentation and evidence-building.

OUR 501(C)(3)

A democratic R&D engine.

Innovating for U.S. is our charitable research and innovation arm, where new ideas to strengthen democracy are developed, tested, and refined.

Like basic and applied research in the private sector, IFUS supports experimentation, iteration, and learning. It invests in ideas early, embraces risk, and refines what works through evidence and practice. It brings together groups of people who are new to each other but share a similar concern: our country's democracy.

THE MODEL

Diagnose where the system is breaking. Conduct deep research. Convene cross-sector experts to design and prototype. Fund and refine the most promising approaches.

FOUNDATIONAL CHALLENGES WE FOCUS ON

- How people understand and trust information
- How narratives shape civic identity and participation
- How institutions rebuild legitimacy and public confidence
- How communication systems evolve in fragmented media
- How policy ideas can be tested, refined, and translated into practice

THE WORK

Prizes for Democratic Innovation.

Competitive awards designed to expand who participates in democracy innovation. Interdisciplinary teams of subject matter experts, some who work in the field today and some who do not. Awards support multi-year experimentation, from ideation and research through design, testing, and refinement.

Innovating for U.S. is intentionally structured for experimentation and iteration. Designed to surface new approaches, test them in real-world conditions, and generate evidence about what works.

THE GRANTS

\$1.5MM

No less than \$1.5MM over three years, awarded to teams with the most promising solutions to have outsized impact.

THE SUMMITS

Annual convenings that bring prize teams together with leading thinkers, funders, and practitioners. The Summits are where prototypes get pressure-tested, lessons get shared across disciplines, and the field accelerates as a whole.

INVESTMENT • IFUS

An initial \$1.5M to launch the R&D engine.

Toward a long-term raise of \$4M to fully resource the prizes, summits, and R&D pipeline.

\$1.5M

We are raising an initial investment of \$1.5M for IFUS.

Toward a long-term raise of \$4M to fund the prizes, summits, and R&D pipeline.

WHY NOW

Pre-scale work: building, testing, and validating solutions that can later be scaled through ecosystem partners and through IFPG's system-level implementation.

LONG-TERM TARGET

\$4M

Total IFUS investment to fully resource the program.

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THE INVITATION

Win this cycle. Build for every cycle after.

IFPG is built to deliver immediate impact in 2026,
while building the infrastructure to protect rights and freedoms for generations.