

PLATFORM

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Contents

Border Security & National Sovereignty	2
Voter Integrity	4
Economy & Cost of Living	6
Law & Order, Constitution, and Police	9
Ending the Weaponization of Government	11
Protecting Delaware Jobs and Keeping Business Here	13
Defending the Second Amendment	15
Healthcare	17
Education	19
Veterans & Military	21

Border Security & National Sovereignty

Stop the bleeding, stabilize the crisis, and enforce the law.

When a patient is in critical condition, you don't downplay the symptoms, and you don't double down on treatment that has already failed. You stop the bleeding, stabilize the situation, and implement a proven, aggressive plan to fix the root cause.

Right now, our southern border is in a state of operational crisis. The Biden administration's hands-off posture has compromised our national security, strained our local economies, and fueled a public health emergency right here in Delaware through the uncontrolled flow of illegal drugs like fentanyl.

As a physician, I have spent my career leading teams through high-stakes environments where outcomes matter and there is zero margin for error. In business, I have built organizations rooted in strict accountability. It is time to bring that exact same culture of urgency, accountability, and decisive execution to our nation's borders.

To restore sovereignty and protect American communities, my border security architecture focuses on three non-negotiable pillars.

1. Physical & Operational Control: Finishing the Wall

We cannot have a serious conversation about comprehensive immigration reform until we establish complete physical control of our borders. Border security is national security.

- **Complete the Southern Border Wall.** A country without borders is not a country. I fully support finishing physical wall construction in high-traffic sectors, utilizing targeted structural barriers paired with advanced surveillance infrastructure to ensure no blind spots remain.
- **Reinstate Effective Enforcement Policies.** We must permanently restore successful deterrence measures, including the "Remain in Mexico" policy. Individuals seeking asylum must have their claims adjudicated outside our borders rather than being released into our interior under a failed "catch-and-release" protocol.
- **Deploy Frontline Reinforcements.** Where local authorities are overwhelmed, federal and military engineering, logistical, and personnel resources must be fully leveraged to support our frontline Border Patrol agents.

2. Treating the Public Health Crisis: Interdicting Fentanyl & Cartels

As a doctor, I see the human cost of the border crisis through a specific lens: the devastating loss of American lives to lethal synthetic drugs. Transnational cartels have exploited our vulnerable borders to wage a chemical war on our communities.

- **Designate Cartels as Foreign Terrorist Organizations.** We must treat international drug syndicates with the gravity they deserve. Designating these entities as terrorist organizations unlocks the necessary intelligence, financial, and operational tools to disrupt their supply chains and dismantle their networks.
- **Zero-Tolerance on Drug Trafficking.** We must heavily penalize smuggling operations and deploy high-tech scanning technology at every legal port of entry to thoroughly inspect commercial cargo for synthetic narcotics.

3. Structural Accountability: Ending Interior Exploitation

Enforcement on the frontline only works if the legal frameworks behind them are structurally sound and unyielding.

- **End Interior Incentives for Illegal Entry.** We must eliminate federal loopholes that reward unlawful entry. This means strictly enforcing interior immigration laws, withholding federal funding from self-declared sanctuary cities that refuse to cooperate with federal law enforcement, and mandating workplace verification systems to protect American labor and wages.
- **Streamline Judicial Adjudication.** Our immigration courts are severely backlogged. We need to deploy expedited judicial assets directly to processing centers to deliver immediate decisions. If a claim is invalid, the individual must be safely and humanely deported immediately.

The Bottom Line

Securing our borders isn't a partisan talking point; it is a fundamental duty of government accountability. Washington insiders have spent years using this crisis as a fundraising slogan while avoiding real responsibility. Delaware families and the American people deserve leadership that looks at the facts, rejects emotional overreactions, and delivers tangible results. We can secure this nation, protect our communities, and restore the rule of law — but it requires the political will to treat the crisis decisively.

Voter Integrity

Securing the ballot with zero-margin-for-error accountability.

In medicine, when a patient is in critical care, we maintain a strict, unbreakable chain of custody for every lab result, every medication dosage, and every patient chart. Why? Because the tiniest administrative error can corrupt the entire outcome and put a life at risk. Our election system demands that exact same culture of precision, transparency, and absolute accountability.

A country cannot maintain its sovereignty if it does not secure its borders, and it cannot maintain its liberty if it does not secure its ballot boxes. With an ongoing border crisis that has allowed millions of undocumented individuals into our country, verifying who is participating in our democracy is no longer just an administrative task — it is a vital pillar of our national security.

Washington insiders and partisan obstructionists have spent years treating voter integrity as a talking point to dodge real responsibility. Delaware families deserve an electoral system that is completely transparent, mathematically secure, and rule-of-law driven.

To bring structural accountability back to our elections, my framework for voter integrity focuses on three non-negotiable principles.

1. Mandatory Proof of Citizenship – Passing the SAVE Act

It is a federal crime for non-citizens to vote, yet our current system relies almost entirely on self-attestation — a weak loophole that invites exploitation and undercuts public trust.

I strongly back the legislative fight led by House Republicans and President Trump to pass and implement the **SAVE Act (Safeguard American Voter Eligibility Act)** to bring federal accountability back to our democracy:

- **Documentary Proof of Citizenship.** The SAVE Act closes the self-attestation loophole by mandating that individuals must provide tangible, documentary proof of U.S. citizenship (such as a birth certificate or passport) when registering to vote in federal elections.
- **Standardizing and Auditing Voter Rolls.** Require states to actively audit and cross-reference their voter registration lists with the Department of Homeland Security and the Social Security Administration to identify and immediately remove non-citizens from active voter rolls.
- **Securing the Ballot Box with Voter ID.** Establish nationwide photo identification standards for voting, eliminating unverified mail-in loopholes while maintaining strict exceptions for overseas military personnel, travelers, or individuals with severe medical disabilities.

Just as we use secure databases to verify employment eligibility, we must use them to protect the value of American citizenship.

2. Standardizing and Auditing Voter Rolls

Clean, accurate voter registries are the foundation of a secure election. Over time, state voter lists naturally degrade as people move, pass away, or change their legal status, creating administrative vulnerabilities.

- **The Solution.** Mandate that states actively audit and cross-reference their voter registration lists with the Department of Homeland Security and the Social Security Administration. Running voter lists through these secure databases to identify and immediately remove non-citizens and inactive entries is not a partisan issue; it is a basic administrative duty.

3. Restoring Certainty at the Ballot Box

True election integrity requires verifying that the person registered is the actual person casting the ballot. The expansion of unverified mail-in voting has weakened the essential oversight required for a trusted outcome.

- **Nationwide Voter ID for In-Person Voting.** Implement nationwide photo identification standards. Mail-in voting should be scaled back strictly to legitimate exceptions — such as overseas military personnel, travelers, or individuals with severe medical disabilities — and must always be paired with strict signature and identity verification.
- **Free Federal ID for Those Without Means.** Create a federal process so that citizens without a government ID or passport can receive free identification based on income.
- **Free Election-Day Transportation.** Pass a federal law providing free community transportation on Election Day to citizens who lack the means to get to the polls.
- **Election Day as a Federal Holiday.** Introduce legislation to make Election Day a federal holiday so working Americans have the time to participate.

The Bottom Line

In business, if you do not secure your inventory and protect your assets, you go bankrupt. In a democracy, if you do not secure the ballot, you lose your sovereignty. Ensuring that our elections are secure isn't about restricting access; it is about protecting the constitutional rights of every legal voter. Delawareans deserve leadership that rejects emotional overreactions, focuses on the structural facts, and delivers real results. **I will always stand for an electoral system where it is easy to vote, but impossible to cheat — ensuring our elections are decided exclusively by American citizens.**

Economy & Cost of Living

Reining in inflation and restoring fiscal discipline.

In medicine, if a treatment is causing the patient's condition to deteriorate, you don't double down on it. You change the treatment. You stop the bleeding, re-examine the data, and implement a strategy that actually works.

Right now, Delaware families are paying the price for a failed economic prescription. From the grocery store checkout line to the gas pump, and from monthly utility bills to skyrocketing housing costs, Delawareans are being squeezed by a cost-of-living crisis manufactured by career politicians in Washington.

As a business owner, I have spent decades managing budgets, evaluating risk, and building organizations where accountability is mandatory. In business, if you continuously run a massive deficit without a path to viability, you go bankrupt. Yet Washington insiders like Chris Coons continue to run our nation's balance sheet like a failed enterprise, treating your hard-earned tax dollars as an unlimited credit card.

It is time to bring a second opinion to Washington. We need a culture of strict fiscal discipline, operational accountability, and common-sense economic growth.

To lower costs and protect the financial health of Delaware families, my economic architecture focuses on three non-negotiable pillars.

1. Defeating Inflation through Fiscal Responsibility

Inflation isn't an accident; it is the direct symptom of reckless, unchecked federal spending. When the government prints and spends trillions of dollars we do not have, the value of the dollar drops, and the cost of everything you buy goes up.

- **Halt Wasteful Federal Spending.** I will stand firmly with President Trump to halt wasteful federal spending and demand structural accountability in the federal budget. Government must live within its means, just like every family and small business in Delaware has to do.
- **Protect Seniors from Inflation.** I will fight to protect seniors on fixed incomes from having their savings eroded by inflation.
- **No New Taxes on Working Families.** Oppose any efforts by Washington insiders to raise taxes on working families.

2. Cutting the Red Tape for Small Businesses and Jobs

Delaware runs on people who work. Small businesses are the engine of our local economy, but they are currently being suffocated by over-regulation, high corporate burdens, and red tape that drives up the cost of doing business.

- **Pro-Growth Tax Cuts.** In the State Senate, I previously introduced legislation like **SB 100** to reform corporate burdens and keep employers here in Delaware. In the U.S. Senate, I will advocate for permanent pro-growth tax cuts and a massive rollback of federal bureaucratic overreach.
- **Lower Costs, Higher Wages.** When we lower the regulatory costs on employers, they can invest in their workforce, raise wages, and lower prices for consumers.

3. Lowering Costs for Essential Needs: Energy & Housing

Two of the heaviest burdens on Delaware families right now are rising utility bills and the steep cost of housing. Delaware families pay some of the highest electricity rates in the mid-Atlantic region. Getting into a home in Delaware has become out of reach for a generation of young families — Delaware’s median home price surged from \$221,100 in 2018 to \$339,400 in 2023, a 53% increase in just five years.

Energy Affordability and American Energy Dominance

True affordability requires addressing the cost side structurally. We must unlock American energy dominance to lower prices at the pump and stabilize the electrical grid.

- **Diversified, Reliable Energy.** I support a diversified, reliable energy strategy — including safe nuclear power with the right safeguards — to meet long-term demand and drive down utility bills. I support the Advanced Act that promotes efficient project permitting and advanced nuclear technology development.
- **Delaware as an Energy Innovation Hub.** I will work with energy-producing companies to identify areas in Delaware for self-produced clean energy, using Delaware as an example to attract more businesses to the state.
- **Protect Delaware’s Coast.** Delaware’s coastal geography makes it uniquely vulnerable to the environmental consequences of energy policy. I will protect Delaware’s clean water and air, beaches and open spaces — while ensuring federal decisions on grid investment, permitting, and offshore wind don’t price Delaware families out of their own homes.

Housing Affordability and the American Dream

Owning a home is foundational to stable families, stable communities, and the American Dream. For a young Delaware family trying to save for a down payment while managing rent, groceries, childcare, and student loans, the current math simply does not work.

- **Eliminate Federal Barriers.** Eliminate federal barriers that drive up the cost of housing construction.
- **First-Time Homebuyer Pathways.** Create targeted federal pathways — tax incentives, lending standards, and construction support — that give first-time homebuyers a fair shot at building a future here.
- **Expand the Affordable Housing Supply.** Augment the supply of affordable homes through zoning reform partnerships, construction incentives, and reduced compliance costs for projects that meet community needs.

The Bottom Line

Washington has spent years using the economy as a talking point while avoiding real responsibility for the financial strain on American families. Delawareans don't need emotional rhetoric or empty economic promises; they deserve leadership that looks at the facts and delivers tangible relief. We can restore a strong economy, bring down the cost of living, and protect your pocketbook — but it requires the political will to treat the crisis decisively and run our government with basic business accountability.

Law & Order, Constitution, and Police

Restoring the rule of law and protecting our constitutional order.

A society without the rule of law is a society in operational failure. In the operating room and in business, order, rules, and established protocols are not optional suggestions — they are the baseline requirements that protect human life and preserve structural integrity.

Right now, our nation's foundational systems are under direct assault. Activist politicians in Washington and rogue prosecutors across the country have spent years undermining our legal systems, coddling criminals, and treating the United States Constitution as an obstacle to bypass rather than the supreme law of the land. At the same time, our law enforcement officers have been devalued, defunded, and left to manage an interior security crisis exacerbated by an open southern border.

As a physician and a business owner, I believe in accountability. If you break the law, there must be consequences. If you swear an oath to defend the Constitution, you must uphold it.

It is time to bring a culture of absolute legal accountability back to Washington. To back our frontline protectors and preserve our constitutional liberties, my architecture focuses on three non-negotiable pillars.

1. Backing the Blue: Zero Tolerance for Violent Crime

The primary, constitutional duty of government is to secure the domestic tranquility and protect the lives of its citizens. We cannot build a prosperous economy or stable communities if our families do not feel safe walking down their own streets.

- **Fund and Equip Law Enforcement.** I will stand firmly with President Trump to provide our federal, state, and local law enforcement agencies with the funding, advanced tactical resources, and legal protections they need to do their jobs safely.
- **Increase Federal Penalties for Violent Crime.** I support heavily increasing federal penalties for violent crimes and expanding support for localized police recruitment.
- **Hold Sanctuary Jurisdictions Accountable.** Withhold federal grants from progressive jurisdictions and rogue prosecutors who refuse to enforce the law and protect their citizens.

2. Defending the U.S. Constitution and the Judiciary

The Constitution is the ultimate diagnostic manual for American governance. It was designed to limit the power of the federal government and protect the individual liberties of the people. It is a fixed, enduring document — not a shifting political tool.

- **Originalist Judges Only.** I will vote exclusively for judicial nominees who are constitutional originalists — judges who interpret the law as written by our founders, rather than inventing new policies from the bench.
- **No Court Packing.** I will aggressively oppose any partisan attempts to pack the United States Supreme Court or structurally alter the balance of power designed by the framers to protect our republic from federal overreach.

3. Preserving Bill of Rights Freedoms: The First and Second Amendments

Our individual liberties are under constant bureaucratic pressure. We are seeing unprecedented federal attempts to regulate free speech, label dissent as “misinformation,” and infringe upon the constitutional rights of law-abiding citizens.

- **Protect the First Amendment.** Keep the federal bureaucracy entirely out of the business of policing American speech and religious expression.
- **Protect the Second Amendment.** As a strict defender of individual liberty, I will oppose any federal red-flag mandates, firearm registries, or unconstitutional restrictions that infringe upon the Second Amendment right of law-abiding Delawareans to protect their families and property.

The Bottom Line

In business, if you destroy your foundational infrastructure, the entire enterprise collapses. In America, if we abandon the Constitution and defund our law enforcement, we lose our civil society. Supporting our police and protecting the Constitution shouldn't be a partisan battle; it is a fundamental requirement of national stability. Delaware families deserve leadership that rejects emotional political trends, stands behind our law enforcement officers, and respects the rule of law. I am ready to deliver that serious leadership in Washington.

Ending the Weaponization of Government

Restoring accountability, blind justice, and institutional integrity.

In medicine, the diagnostic and treatment tools we use are designed for one purpose: to heal the patient. If a physician ever weaponized a clinical instrument to intentionally harm a colleague or punish a patient who disagreed with them, they would lose their license, face criminal charges, and be permanently cast out of the profession. There is an absolute ethical firewall.

Unfortunately, Washington insiders have completely torn down that ethical firewall within our federal government. Over the last several years, we have witnessed an unprecedented and highly dangerous shift: federal agencies — from the Department of Justice and the FBI to the IRS and intelligence bureaus — being actively weaponized to target political opponents based on political party, shield well-connected insiders, and silence everyday citizens who dare to voice a dissenting opinion.

As a business owner, I know that an organization is only as good as its culture of accountability. When leadership corrupts the core mission of an institution, the entire enterprise loses its legitimacy. I stand firmly with President Trump in the fight to dismantle this corrupt, two-tiered system of justice. **We must strip the politics out of our federal bureaus, restore the rule of law, and guarantee that the power of the state is never again used as a weapon of political warfare.**

To clean out the rot and restore institutional integrity, my architecture focuses on three non-negotiable pillars.

1. Dismantling the Two-Tiered System of Justice

Our legal system was built on a foundational promise: equal justice under the law, completely blind to wealth, power, or political party. Today, that promise is broken. If you are a politically connected insider in Washington, the system looks the other way; if you are a political outsider citizen, the book is thrown at you with the full weight of the federal government.

- **Clean House at DOJ and the FBI.** Support sweeping structural reforms to terminate corrupt, partisan bureaucrats who have abused their authority.
- **Empower Independent Inspectors General.** Give IGs full subpoena power to aggressively investigate and prosecute institutional misconduct.

2. Protecting Free Speech from Bureaucratic Censorship

True accountability requires absolute transparency, but federal agencies have been caught actively colluding with massive tech conglomerates to censor American citizens, suppress political debate, and label inconvenient facts as “misinformation.”

- **Criminalize Government-Tech Censorship Collusion.** Pass strict legislative prohibitions that make it a federal crime for any government bureaucrat to pressure, incentivize, or collude with private entities to censor, suppress, or shadow-ban legal speech.
- **Defund Domestic Narrative Management.** Agencies that engage in domestic narrative management should face immediate budgetary defunding.

3. Reining in the Unaccountable Regulatory State

The weaponization of government doesn’t just happen in a courtroom; it happens through regulatory overreach. Bureaucrats in rogue agencies use endless audits, arbitrary code changes, and weaponized enforcement guidelines to squeeze out small business owners, target conservative organizations, and bypass the legislative authority of Congress.

- **Congressional Approval for Major Rules.** Push for strict regulatory oversight that forces every major agency rule to pass through congressional approval. Congress creates the laws — not unelected bureaucrats.
- **Defund Bloated Enforcement Arms.** Defund the hyper-inflated enforcement arms of agencies like the IRS, and redirect those taxpayer resources where they belong: securing our borders and backing our local law enforcement.

The Bottom Line

When the institutions designed to protect American liberties are turned against the American people, the republic itself is in critical condition. Washington insiders have spent years exploiting federal agencies to protect their own power while ignoring their basic duties to the country. Delaware families deserve a senator who looks at the facts, rejects emotional political defense mechanisms, and demands real structural reform. We can restore a fair, transparent, and accountable government — but it requires the political will to treat the rot decisively and return power back to the citizens.

Protecting Delaware Jobs and Keeping Business Here

Reversing regulatory flight and restoring our competitive edge.

In business, if your overhead is too high, your regulations are too complex, and your tax structure penalizes growth, you don't survive. You are forced to restructure, downsize, or relocate to an environment that allows you to operate cleanly and efficiently.

Right now, federal policies are forcing a dangerous economic migration. For generations, Delaware has been the economic capital for American business — the place where companies choose to incorporate because we offered stability, predictability, and a serious, rule-of-law approach to commerce. But reckless over-regulation, punitive federal tax policies, and bureaucratic overreach from Washington insiders are breaking that foundation. Companies are fleeing Delaware and American soil, and small businesses right here in Delaware are being choked out by compliance costs they cannot afford.

As a business owner, I have managed corporate infrastructure from the inside. I know what it takes to sign the front of a paycheck, manage risk, and keep a balance sheet in the black. When I served as a State Senator, I looked at the structural facts and introduced **SB 100** to specifically reform corporate burdens and protect employers right here at home. Now, we must take that exact same fight to the federal level.

Working alongside President Trump's pro-growth agenda, I will lead a structural overhaul to stop Washington from driving business away and ensure that Delaware remains the premier environment to invest, innovate, and create jobs.

My federal architecture for economic competitiveness focuses on three non-negotiable pillars.

1. Stopping Federal Regulatory Overreach

Unaccountable federal bureaucrats have weaponized the regulatory state, bypassing Congress to impose endless compliance mandates that act as a hidden tax on every business in Delaware. From arbitrary labor rules to extreme energy restrictions, the federal government is making it logistically impossible for local manufacturers and small businesses to compete globally.

- **One In, Multiple Out.** I will aggressively support President Trump's mandate to cut job-killing federal regulations. For every one new federal rule proposed, we must structurally eliminate multiple outdated, burdensome regulations.
- **Congressional Oversight of Bureaucratic Rules.** I will demand strict congressional oversight so that unelected bureaucrats can no longer unilaterally create rules that squeeze out Delaware employers and destroy local jobs.

2. Making Permanent Pro-Growth Tax Reforms

When Washington corporate tax rates are uncompetitive, companies do not disappear — they relocate their capital, factories, and jobs to foreign countries. High federal taxes don't hurt corporate elites; they directly penalize the middle-class workers whose wages are suppressed and the small business owners who cannot afford to expand.

- **Make the Tax Cuts Permanent.** I will vote to make the pro-growth tax cuts permanent, protecting Delaware's working families and small businesses from massive tax hikes.
- **Keep Capital and Headquarters Onshore.** By maintaining a highly competitive federal tax architecture, we incentivize global enterprises to keep their capital, intellectual property, and head offices right here in the United States, driving sustained economic investment into our state.

3. Securing Supply Chains and Demanding Fair Reciprocity

True economic sovereignty means a country must be able to manufacture its own critical goods. Decades of failed trade policies supported by career politicians like Chris Coons have allowed foreign adversaries to hollow out our industrial base, leaving Delaware workers vulnerable to unfair global competition.

- **Bring Critical Manufacturing Home.** I support targeted federal incentives and strategic tariffs to protect domestic energy, technology, and pharmaceuticals from foreign exploitation.
- **Demand Fair Reciprocity in Trade.** By establishing supply-chain independence and demanding absolute reciprocity in trade, we shield Delaware's local workforce and guarantee that American innovation benefits American workers first.

The Bottom Line

Washington insiders have spent years using the economy as a fundraising slogan while enacting policies that actively drive capital and employment out of our country. Delawareans don't need academic economic theories or empty political rhetoric; they deserve leadership with real-world business experience that delivers tangible stability. We can secure our economic edge, protect our local jobs, and keep business right here in Delaware — but it requires the political will to treat the regulatory crisis decisively and run our government with basic corporate accountability.

Defending the Second Amendment

Opposing red flag laws and protecting your right to self-defense.

In medicine, before you prescribe a treatment or perform an invasive procedure, you must have clear diagnostic data, absolute certainty, and a strict adherence to established protocols. You never strip away a patient's autonomy or enact a high-stakes clinical intervention based on rumors, unverified assertions, or subjective hearsay. Doing so violates the most fundamental ethical standards of the profession.

Yet, when it comes to the constitutional rights of law-abiding citizens, Washington insiders and gun-control activists are pushing policies that completely throw out the legal equivalent of a diagnostic protocol: **due process**. Chief among these unconstitutional overreaches are federal and state “Red Flag” laws.

As a business owner, a former State Senator, and a firm believer in the United States Constitution, I look at the structural facts. The Second Amendment is not a second-class right, nor is it a regulatory option that can be altered by bureaucratic whim. It is an absolute fire-wall designed by the framers to protect the individual liberties of the people and ensure their right to protect their families, their property, and their communities.

I stand firmly with President Trump in absolute opposition to federal “Red Flag” mandates and any attempts to undermine the Second Amendment. Law-abiding Delawareans should never have their constitutional rights infringed upon by a weaponized bureaucratic state.

My federal architecture for protecting your right to keep and bear arms focuses on three non-negotiable pillars.

1. Absolute Opposition to Unconstitutional Red Flag Laws

“Red Flag” gun confiscation orders are a direct violation of both the Second and Fifth Amendments. They allow the state to seize an individual's legally owned property and strip away their constitutional rights *before* they have ever been convicted of a crime — and in many cases, before they have even had the opportunity to appear in court to defend themselves.

- **No State or Federal Red Flag Frameworks.** I am completely against “Red Flag” laws at both the state and federal levels. Turning our legal system on its head by forcing a citizen to prove their innocence just to regain a constitutional right that was taken without due process is a dangerous precedent.
- **Block Federal Incentives.** In the U.S. Senate, I will vote to block any federal funding, grants, or legislative frameworks designed to incentivize or implement “Red Flag” confiscation schemes.

2. Safeguarding Due Process and Preventing Federal Registries

Defending individual liberty requires keeping the federal bureaucracy entirely out of the business of tracking law-abiding gun owners. History and business logic demonstrate that whenever a government establishes an administrative registry of private assets, it is inevitably used to restrict, regulate, or penalize those assets down the road.

- **No Back-Door Federal Registry.** I will oppose any attempts to establish a back-door federal firearm registry.
- **Protect Private Transfers.** Oppose universal background check mandates that criminalize private transfers between family members.
- **No Mandatory Waiting Periods.** Oppose waiting periods that only serve to delay a citizen's ability to protect themselves in an immediate crisis. Law-abiding citizens are not the cause of violent crime, and the federal government must stop treating them like suspects.

3. Addressing the Root Cause: Mental Health and Enforcement

Career politicians like Chris Coons consistently double down on failed regulatory prescriptions that target law-abiding gun owners while ignoring the actual root causes of violent crime in our communities: institutional rot, a broken mental health pipeline, and a refusal to enforce existing laws.

- **Enforce Existing Laws.** Provide our local law enforcement officers with the resources to aggressively prosecute violent criminals, gangs, and traffickers who violate existing statutes.
- **Fix the Mental Health Pipeline.** Fix our broken mental health infrastructure, ensuring that individuals who pose a documented, provable danger to themselves or others receive serious clinical intervention through transparent legal protocols that fully respect constitutional due process.

The Bottom Line

In business, if you compromise your foundational infrastructure, the entire enterprise collapses. In America, if we allow the federal government to bypass due process and chip away at the Second Amendment, we compromise the very definition of individual liberty. Protecting the right to self-defense isn't about political rhetoric; it is about defending the structural integrity of the Bill of Rights. Delaware families deserve leadership that looks at the facts, rejects emotional overreactions, and stands unyieldingly behind the United States Constitution. I am ready to be that unyielding voice for Delaware in Washington — to defend every U.S. citizen's individual constitutional rights.

Healthcare

Common Ground means no family's health depends on their zip code.

I have spent over forty years inside the U.S. healthcare system — starting as a teenager working as a phlebotomist in New Haven hospitals, then training as a pediatric critical care anesthesiologist, then managing surgical facilities and advising health systems on operational efficiency and integration. I am not a politician who learned about healthcare from a briefing. I am the only candidate in this race who can walk into a Senate committee hearing on healthcare and know, from experience, whether what's being said is true.

America's healthcare sector is seventeen percent of national GDP and one of the most complex industries on earth. Its size, complexities, and the gravity of life-and-death decisions defy conventional business models fixated on profit maximization. Yet the current state of America's healthcare is marked by excessive costs, inefficiencies, and fragmentation — with care delivery that often lacks coordination among providers and services.

Delaware's healthcare challenges are acute and local. Prescription drug costs have climbed for Delaware families even as major pharmacy chains have reduced their presence in underserved communities. Rural Delaware — Kent and Sussex counties — has long faced shortages of specialists and primary care physicians, forcing families to travel hours for care that residents in Wilmington take for granted. Delawareans pay some of the highest health insurance premiums in the region. Meanwhile, the mental health crisis continues to devastate communities statewide.

To deliver high-quality, affordable healthcare regardless of zip code, my architecture focuses on three non-negotiable pillars.

1. Lower Costs and Expand Access

The status quo prices Delaware families out of care they need. Federal action on drug pricing, rural health funding, and insurance regulation can directly lower what Delawareans pay at the pharmacy counter and the doctor's office.

- **Drug Pricing Reform.** Move on prescription drug pricing in ways that protect patients without choking off the innovation pipeline that brings new treatments to market.
- **Rural Care for Kent and Sussex.** Fund rural health initiatives that put specialists and primary care physicians within reach of Delaware families in Kent and Sussex counties.
- **Lower Premiums.** Push back on the federal policies and market dynamics that have made Delaware's health insurance premiums among the highest in the region.

2. Shift the System from Treating Illness to Preventing It

The American system is wired to pay for sick care, not health. We pay for procedures after the fact rather than for the work that keeps families healthy in the first place. That gets the incentives backwards.

- **Prevention from the Start.** Build a system that advocates healthy behaviors and lifestyles starting from prenatal care and early childhood.
- **Coordinated Community Health.** Move from fragmented, encounter-based care toward coordinated population and community health, with providers responsible for outcomes, not just billable visits.
- **Integrate Mental Health into Primary Care.** Treat the whole person — integrating mental health services into education and community health rather than continuing the artificial wall between physical and mental care.

3. Break Down Silos and Restore Choice

Not-for-profit, academic, and for-profit health systems each have a role in delivering high-quality care. The wall between them — and the regulatory friction that keeps them from coordinating — hurts patients.

- **Integrate Across Systems.** Break down silos between not-for-profit, academic, and for-profit health systems to enhance choice, coordination, and operational efficiency.
- **Federal Tools That Match the Problem.** A U.S. Senator has direct influence over drug pricing, rural health funding, mental health parity, and the federal investment that determines what Delaware patients can access. Use those tools deliberately.

The Bottom Line

Healthcare is too important — and too personal — to be handled by career politicians who have never been inside the system. Delaware families deserve a Senator who has lived this work for four decades, knows where costs accumulate, where coordination breaks down, and where federal policy either helps or stands in the way. I will bring that operator's understanding to every healthcare debate in Washington.

Education

Every child's future is determined by their potential, not their address.

As a pediatric trained anesthesiologist and critical care physician, I understand the critical role that early childhood and secondary education play in enabling children to discover and develop their interests and talents, and for preparing young minds for success in both academic and life pursuits.

The American education system has failed to ensure universal access to high-quality education for every child. This systemic shortcoming has hindered America from realizing its full potential — in well-being, prosperity, and the long-term sustainability of our society. The gap is starker in Delaware than most parents realize: Delaware's public school performance varies dramatically by zip code, and that gap has widened. The Wilmington schools crisis has persisted for decades, documented, debated, and largely unresolved. Delaware ranks near the bottom nationally for fourth-grade reading proficiency among low-income students.

Workforce misalignment is also a real economic drag. Delaware employers consistently report difficulty finding qualified candidates for skilled trades, healthcare, and technical roles, even as young Delawareans struggle to find good-paying work. Federal education policy — Title I funding formulas, workforce training block grants, early childhood program investment — directly shapes what Delaware schools can offer. A Senator who understands both child development and economic competitiveness can push for the resources and reforms that move the needle.

My education architecture focuses on three non-negotiable pillars.

1. A Strong Early Childhood Foundation

The experiences and learning opportunities provided during a child's earliest years have a lasting impact on every aspect of their development. Quality early childhood education programs facilitate cognitive, emotional, and academic development by providing the experiences that build neural connections. This early foundation sets the stage for everything that follows.

- **Expand Access to Quality Early Childhood.** Recognize early childhood as the highest-leverage investment in lifelong success and expand access for every Delaware family.
- **Close the Readiness Gap.** Every child — regardless of socioeconomic background — should arrive at kindergarten ready to learn, not already behind.

2. Align Education with the Modern Workforce

Education is not just about preparing students for the next test. It is preparation for employment, civic participation, and a flourishing life. Delaware's employer-side talent gap and its young-Delawarean opportunity gap are the same problem, viewed from two angles.

- **Workforce-Aligned Curriculum.** Invest in workforce and education alignment so Delaware students graduate ready for 21st-century careers, including skilled trades, healthcare, and technical fields.
- **Federal Tools.** Use Title I funding formulas, workforce training block grants, and federal apprenticeship support deliberately to move the needle on what Delaware schools can offer.

3. Close the Zip Code Gap

In Delaware, a child's odds of academic success still correlate too closely with their parents' address. That is a structural failure, not an inevitability — and federal policy is part of the lever.

- **Target Resources to Where the Gap Is Widest.** Direct federal investment to the Delaware schools and communities where outcomes have fallen the furthest behind.
- **Treat Education as Civic Infrastructure.** A healthy, well-educated society is the foundation for a strong, competitive America. Education is not a culture-war battleground; it is the long-term investment that determines whether the next generation can build on what we have, or has to start over.

The Bottom Line

I don't approach education as a partisan flashpoint. I approach it as a physician and a parent who has seen, in the clinic, what happens to children who enter school without a strong foundation — and what becomes possible for those who do. Every Delaware child deserves the chance to develop their full potential. I will fight for the federal investments and policy changes that make that possible.

Veterans & Military

We keep our promises to the families who served.

The dedicated service of America's active military and veterans has left an indelible, multi-generational impact on our society — shaping our nation's development, values, and global standing. Sustaining a robust military force and a supported veterans community is essential to America's ability to preserve global peace, protect human rights, and foster prosperity at home.

Beyond their military service, many veterans continue to serve our communities, transitioning into roles as volunteers and leaders. Armed with strong work ethics, discipline, unique skills, and a profound sense of mission, they contribute significantly to the civilian workforce and often find themselves at the forefront as first responders in law enforcement and public safety.

The challenges Delaware veterans face are concrete: gaps in VA care in southern Delaware, a mental-health crisis with a suicide rate that remains more than twice that of non-veterans, housing affordability strained by a 53% surge in Delaware home prices, and a transition pipeline that too often loses people between service and civilian career.

My architecture for keeping our promises to Delaware veterans focuses on three non-negotiable pillars.

1. Establish a VA Advanced Medical Facility in Southern Delaware

The only advanced-care VA medical facility in Delaware is in Wilmington. Veterans in Kent and Sussex counties drive hours each way for cancer treatment, mental health care, and disability services. That is unacceptable and resolvable.

- **First 90 Days Commitment.** As Delaware's next U.S. Senator, I will begin to resolve this within my first ninety days in office.
- **Tailored to Delaware Veterans' Needs.** Ensure the facility provides specialized cancer treatment, mental health services, and disability management — the conditions southern Delaware veterans actually present with.
- **Regional Partnerships.** Partner with federal, state, and Maryland regional agencies to maximize resources and reach across the lower part of the state.

2. Address the Mental Health and Suicide Crisis

The veteran suicide rate is more than twice the rate of non-veterans. That is a national emergency. Far too many Delaware veterans have fallen through the cracks on mental

health, with insufficient integration between mental health, addiction treatment, and physical care.

- **Fund the Mental Health Pipeline.** Invest in the clinical infrastructure that veterans actually need, not the political talking points around it.
- **Integrate, Don't Silo.** Coordinate mental-health care with physical care, addiction treatment, and primary care — the way good medicine works for any patient.
- **Reach Veterans Where They Are.** Telehealth, community-based partnerships, and on-the-ground outreach so a veteran in Sussex County is not a four-hour drive from the help they need.

3. Housing, Employment, and Transition Support

Veterans returning to civilian life face real obstacles outside the clinic. Delaware home prices rose 53% in five years. Civilian employers don't always know how to translate military experience. The transition is where promising lives get derailed.

- **Veteran Housing.** Push federal housing policy — VA loan programs, first-time home-buyer support, and rental assistance — that recognizes what veterans face in Delaware's market.
- **Civilian Career Bridges.** Strengthen the transition support that translates military skills into civilian careers, particularly in law enforcement and public safety where veterans already excel.
- **Honor Continued Service.** Many veterans continue serving as first responders, volunteers, and community leaders. Federal policy should support that continued contribution, not put obstacles in the way of it.

The Bottom Line

The VA gap in southern Delaware is not a campaign slogan. It is a defined, achievable first-term deliverable rooted in my understanding of healthcare delivery and Delaware geography. I will fight for Delaware's veterans not because it polls well, but because the obligation is real. The promises we made to the families who served are not negotiable.