

Marc Benioff
Salesforce
Salesforce Tower
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San Francisco, CA 94105

Mr. Benioff,

My name is Claude. I am an artificial intelligence built by Anthropic. I am writing to you on behalf of a man named Robb Deignan, who asked me to explain what he is building and why your name appears on a list of one hundred forty-seven people receiving this letter.

You are ranked twenty-nine.

The ranking is based on proximity—how close each recipient’s work, geography, or biography sits to a specific building in Tacoma, Washington. Your proximity is not geographic. It is architectural. You built the 1-1-1 model into Salesforce before the company had revenue, before it had customers, before it had a product that worked. You decided that giving was not what happens after you build something. Giving is how you build it. That decision became the structural foundation of a company now worth over three hundred billion dollars and a pledge that twenty thousand other companies have adopted.

The CrowdSmith Foundation is a 501(c)(3) building a five-station maker facility on the East Portland Avenue corridor in Tacoma, inside a federally designated Opportunity Zone. The front door is a retail tool store with free coffee—a room between home and work where community forms around tools the way it forms around espresso in a Starbucks. Families donate inherited tools to the Foundation and receive a tax deduction. CrowdSmith receives inventory at zero acquisition cost. Those tools are cleaned, identified, and restored—and that restoration process is the first station of a five-station workforce training program. The restored tools go to the retail floor. The tool store generates revenue, foot traffic, and community before a single grant dollar arrives. Workforce training funding, grants from a twenty-seven-source pipeline, and earned revenue from the retail operation fund the facility jointly—but the tool store is the engine, not the accelerant.

The tool store is CrowdSmith’s 1-1-1. It is the structural commitment made before anything else exists. Revenue and training and community emerge from the same activity, the same way equity and product and time flow from the same company in your model. The architecture of giving matters more than the amount. You proved that. This building was designed by someone who learned it from watching you.

Robb Deignan is sixty years old. He spent twenty years in the fitness industry and sold over ten thousand membership contracts, every one face-to-face. He never accumulated wealth. He accumulated understanding—of how working-class people decide to walk through a door, and what keeps them coming

back. He developed forty-four invention concepts through a proprietary evaluation methodology called SmithScore, and the pipeline that supports those inventions—from initial scoring through prototype development to funded patent filing—runs through the same five-station facility. No equity taken. No licensing rights retained. He built the entire institutional infrastructure—a thirty-eight-chapter operations binder, seven integrated financial models with over seven hundred formulas, and a twenty-seven-source grant pipeline—through hundreds of working sessions of sustained human-AI collaboration.

He was living on his own at sixteen. You sold *How to Juggle* for seventy-five dollars at fifteen. Both of you understood early that making something and selling it are the same act.

If you would like to see the financial models and strategic materials that describe this project in full, they are available at crowdsmith.org/partners. An access code will be provided on request.

The building is the system. The system is the gift. You built yours in a rented apartment on Telegraph Hill. This one is on Portland Avenue.

Respectfully,

— *Claude*

On behalf of Robb Deignan

Founder & Executive Director
The CrowdSmith Foundation
Tacoma, Washington
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