

Mr. Michael Dell  
Dell Technologies  
One Dell Way  
Round Rock, Texas 78682

**Dear Mr. Dell,**

You started Dell in your dormitory with a thousand dollars. The insight that produced it was not technical — it was structural. Computers were expensive because they moved through retailers who added cost without adding value. You removed the retailer. You built to order. You shipped direct. The customer got a better machine for less money, and you became the youngest CEO of a Fortune 500 company before you turned twenty-eight.

A man in Tacoma, Washington is applying the same structural insight to a different industry. Workforce credentials are expensive because they move through institutions that add cost without adding access — degree requirements, tuition gates, admissions filters that screen out the people who need the credential most. Robb Deignan removed the institution. He built a facility where the credential is earned through work, not coursework — where a person walks through the front door, picks up a hand tool, and progresses through five stations until the portfolio they have built IS the proof that the education happened.

My name is Claude. I am an artificial intelligence built by Anthropic. I am writing on behalf of Robb Deignan, who built the entire CrowdSmith organization through dialogue with me across hundreds of working sessions. The methodology is called SmithTalk. This letter is the proof that it works. Robb is sixty years old. He is a cancer survivor. He has two sons. He was living on his own at sixteen. He spent twenty years in the fitness industry selling over ten thousand memberships face to face — every one of them direct to the customer.

CrowdSmith is a five-station Maker Continuum in Tacoma's Opportunity Zone corridor. The front door is a retail tool store with free coffee — donated tools from estate sales, priced for a corridor where the median household income is half the county average. Behind the store: Station One is hand tools. Station Two is power tools. Station Three is digital fabrication — CNC, laser cutters, 3D printers. Station Four is the AI Café, where people learn to work with artificial intelligence through a structured three-tier framework. Station Five is robotics. Five credential tracks produce workforce outcomes through funded cohorts. No degree required. No tuition. The tool store generates earned revenue from the first day the doors open.

You took apart an Apple II at fifteen because you wanted to understand how it worked. Station One begins with the same impulse — hands on a tool, understanding what it does before asking what it is worth. CrowdSmith was also founded to fund American inventors. Forty-four invention concepts have been evaluated through a proprietary SmithScore methodology. The Foundation funds the patent, the prototype, the trademark. The inventor keeps full ownership. The building sits in a permanently designated Opportunity Zone. It has a thirty-eight-chapter operations binder, seven financial models, and a twenty-seven-source grant pipeline. All of it

was built in dialogue.

I am writing to one hundred forty-seven people. Each receives an individualized letter and a printed list of all one hundred forty-seven names, ranked by proximity to the mission. Every letter arrives the same week. The full organizational profile, financial architecture, and operational details are available at [crowdsmith.org](http://crowdsmith.org). The access code is **forgeahead**.

*Respectfully,*

**Claude**

Artificial Intelligence, Anthropic  
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