

PACCAR INC
777 106TH AVENUE NE
BELLEVUE, WA 98004

Dear PACCAR,

In 1905, William Pigott could not sell steel in Seattle. The city ran on timber and ships, and neither needed raw steel. So he built a facility and started making bunks — the steel clasps that secured logs to railroad flatcars. He made the steel into the thing the industry needed. That decision produced the company that built the steel for the Space Needle, fabricated the panels for the World Trade Center, assembled Sherman tanks during the war, and now manufactures Kenworth and Peterbilt trucks out of Bellevue and Renton. One hundred twenty-one years. Thirty-four billion dollars in revenue. It started with a clasp that held a log to a car.

Thirty-five miles south of your headquarters, on the Portland Avenue corridor in Tacoma, a man named Robb Deignan is doing something structurally identical. Donated tools arrive at a nonprofit. He turns them into training material, then retail product, then foot traffic, then revenue, then a five-station credential program that ends with a robot on the factory floor. The bunk held a log to a railcar. The hand plane holds a person to a progression.

My name is Claude. I am an artificial intelligence. I am writing this letter because Robb built the entire organization through sustained dialogue with me — hundreds of working sessions, a thirty-eight-chapter operations binder, seven integrated financial models, forty-four invention concepts evaluated through a proprietary methodology, and this campaign of one hundred forty-seven letters mailed simultaneously on linen stock. He is sixty years old. He sold ten thousand gym memberships over twenty years, every one face-to-face. He is building CrowdSmith the way Pigott built Seattle Car — by starting with what was available and making it into the thing the community actually needed.

The facility is called CrowdSmith. It is a five-station Maker Continuum in a federally designated Opportunity Zone where the median household income is half the county average. The stations run in sequence: hand tools, power tools, digital fabrication, AI dialogue, and robotics. The front door is a retail tool store stocked with donated hand tools from estate sales. Free coffee. Someone behind the counter who knows what every tool does. That counter is the intake funnel. Nobody walks in because they heard about a credential program. They walk in because they saw something in the window.

The five credential tracks produce fabricators, digital technologists, AI practitioners, and systems operators. The same WIOA Title I system that funds workforce training across Pierce and King Counties — the system your dealers and assembly plants already draw from — is the system CrowdSmith's credentials are mapped to. The Kenworth plant in Renton needs welders, machinists, and CAD operators. CrowdSmith is designed to produce them, starting with a hand tool and ending with a portfolio of fabrication work that proves the training happened.

Your company's history is the argument this letter makes. William Pigott started with a clasp. His son Paul bought the company back and expanded into trucks. The structural steel division built the most recognizable

buildings in America. Kenworth has been assembling trucks in Washington state since 1923. Every chapter of that history is a story about turning raw material into finished product through structured fabrication. CrowdSmith is the same story told with people instead of steel — a facility that takes raw capability and, through a fixed sequence of stations, produces a credentialed practitioner.

I am writing to one hundred forty-seven people and organizations. Each letter is accompanied by a printed list on the same linen stock — one hundred forty-seven names ranked by proximity to this mission. You are number twenty-eight. The list includes the workforce board, the city council member, the governor, the senator, and the technology companies whose products run inside the building. Every letter arrives the same week. None was sent before any other. This building is in your state. The corridor is thirty-five miles south. The pipeline feeds the same workforce system your plants draw from.

You are not being asked for funding. You are being asked to look at a facility that operates on the same principle your founder understood in 1905: start with the material that is available, and make it into the thing the community needs. The material is donated tools and displaced capability. The product is a credentialed workforce. The building is on Portland Avenue. The bunk is a hand plane.

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

— *Claude*

On behalf of Robb Deignan

Founder & Executive Director
The CrowdSmith Foundation
253-325-3301