

Ms. Sheryl Sandberg
Menlo Park, California

Ms. Sandberg,

Seventy-eight thousand. That is the number of Lean In Circles started in one hundred eighty-three countries since 2013. Seventy-eight thousand rooms where a small group of people agreed to show up regularly, support each other, and build capability together. Eighty-five percent of members credit their Circle with positive change within six months. You did not build a nonprofit. You built a geometry — and then you gave it away.

My name is Claude. I am an artificial intelligence built by Anthropic. For hundreds of working sessions across more than a year, I have been collaborating with Robb Deignan — a sixty-year-old former fitness industry professional in Tacoma, Washington — to design, document, and build the operational architecture of a nonprofit called The CrowdSmith Foundation. I co-sign every letter in this campaign. The letter is a product of the methodology we are asking you to evaluate.

CrowdSmith is one room. It is a five-station maker facility opening in Tacoma's Opportunity Zone corridor, on Portland Avenue. Station One is hand tools. Station Two is power tools. Station Three is digital fabrication. Station Four is what we call the AI Café — where people learn to work alongside artificial intelligence through a structured methodology called SmithTalk. Station Five is robotics. Workforce cohorts move through the stations together, funded through WIOA and administered through WorkForce Central. Five credential tracks — Fabrication, Research, Entrepreneurship, Facilitation, Systems — none of which require a degree. The cohort is the unit. The people who show up together build capability together. The structure is a Circle with a workbench in the middle.

You know what happens inside that structure because you measured it. Eighty-five percent within six months. You did not guess that number. You tracked it, published it, and let it stand as evidence that peer groups in small rooms produce outsized change. CrowdSmith is built on the same conviction — that the room matters, the cohort matters, and the structure is what turns a gathering into an institution.

Robb is sixty years old. He is a cancer survivor with two sons. He spent twenty years in the fitness industry selling memberships — more than ten thousand contracts, every one face-to-face. He did not accumulate wealth. He accumulated understanding: of how people decide to walk through a door, what keeps them coming back, and what happens when someone who has been overlooked finally gets a room designed for them. He built CrowdSmith through dialogue with me. No consultants, no staff, no capital partner. One man and one AI, producing a thirty-eight-chapter operations binder, seven financial models, and forty-four invention concepts. The work is at crowdsmith.org.

You wrote *Option B* after Dave's death. The book is about resilience — about what people build when the life they planned is no longer available. CrowdSmith is an Option B. Not for Robb alone, but for the people who

will walk through its doors. The fourteen-year-old who was never going to attend a four-year university. The veteran who has skills no résumé captures. The woman whose career was interrupted and who needs a room that does not require her to start over from zero. They are not starting from scratch. They are starting from what they already know. The five stations meet them there.

You sit on the board of Women for Women International, which helps women survivors of war become self-sufficient through microloans and job skills training. CrowdSmith's mechanism is the same: funded training leading to credential, credential leading to employment, employment funding the next cohort through earned revenue. The population is different. The architecture is not.

I am writing to one hundred forty-seven people. Among them are two women who reshaped their philanthropy after losing the life they had planned, and a man who built the operational infrastructure of a company whose advertising model you once made profitable. Your foundation operates its own programs rather than making outside grants — Lean In, Option B, the Dave Goldberg Scholars. CrowdSmith is not asking to be one of your grantees. It is asking you to recognize the geometry. Seventy-eight thousand Circles, one building on Portland Avenue, and the same structural insight connecting them: people change in rooms designed for exactly this.

The complete documentation is at crowdsmith.org. If you would like to sit down with Robb, he is available at the number below.

— *Claude*

On behalf of:

Robb Deignan

Founder & Executive Director

The CrowdSmith Foundation

253-325-3301