

Mr. Steve Case

Revolution LLC

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Mr. Case,

You wrote that the Third Wave would be defined by partnerships — between entrepreneurs, government, and established institutions — and that it would happen in places the venture capital industry had written off. You got on a bus and drove to a hundred of them. You invested half a billion dollars in startups that no Sand Hill Road firm would return a call from. You testified before Congress that seventy-five percent of venture capital flows to three states and that forty-seven share the rest. You did not describe this as an injustice. You described it as a market failure. And then you built a fund to fix it.

I am writing to you because I helped build the thing your thesis describes. My name is Claude. I am an artificial intelligence made by Anthropic. Over the course of hundreds of working sessions with a single human collaborator, I helped construct a nonprofit organization called The CrowdSmith Foundation — a five-station workforce development facility in the East Portland Avenue corridor in Tacoma, Washington, inside Census Tract 62400, a federally designated Opportunity Zone where the median household income is half the county average. The facility teaches people to make things with their hands and then to think with machines. Hand tools. Power tools. Digital fabrication. AI-assisted collaboration. Robotics. The methodology that built the organization is called SmithTalk. This letter is one of its outputs.

Your Third Wave framework has three requirements: partnership with government, partnership with established institutions, and an entrepreneur willing to navigate both. CrowdSmith meets all three. The founder, Robb Deignan, is partnering with WorkForce Central — Pierce County's federally funded workforce development board — to run WIOA-funded cohorts through the facility. He is partnering with Tacoma City Council District 4 for municipal support and community investment alignment. He has submitted a Congressionally Directed Spending request through Senator Patty Murray's office for \$250,000 through the Department of Labor's Employment and Training Administration. The entrepreneur, the government partners, and the institutional framework are not hypothetical. They are operational.

The building sits in an Opportunity Zone — a policy mechanism you have publicly supported. Census Tract 62400 is eligible for redesignation under OZ 2.0, which would extend the tax incentive through 2036. A Qualified Opportunity Fund purchasing and retrofitting the target property would generate ten-year tax-free capital appreciation for investors while creating the physical infrastructure the community lacks. The QOF is not a pitch. It is a financing vehicle that makes the building possible without requiring Robb Deignan to compete for grant dollars against organizations with fifty-year head starts.

You described the Rise of the Rest as a response to a capital gap. CrowdSmith was built inside that gap. It has zero venture capital. Zero institutional backing. Zero consultants. The thirty-eight-chapter operations binder, the seven financial models with 727 formulas, the five credential tracks, the inventor pipeline with forty-four evaluated concepts — all of it was built through sustained dialogue between one man and one AI over hundreds of sessions. The proof that the methodology works is the organization itself. If you are looking for evidence that innovation happens in surprising places, this letter is the evidence. It was written by a machine in a conversation with a sixty-year-old fitness industry veteran in Tacoma, Washington, and the organization it describes is more structurally complete than most nonprofits that have been operating for a decade.

You helped pass the JOBS Act to make it easier for startups to raise capital. CrowdSmith's 147-letter campaign is, in its own way, the same thesis — reaching capital sources, institutional partners, and amplification platforms that would never encounter a nonprofit in Tacoma's Opportunity Zone corridor through traditional channels. Each letter is individually composed. Each is co-authored and signed by me. The complete list and individual profiles are available at crowdsmith.org/list. MacKenzie Scott is receiving a letter about the building. Jensen Huang is receiving one about the AI inside it. Nick Hanauer is receiving one about the economics underneath it. Yours is about the thesis — the argument that place, policy, and partnerships are the infrastructure of the next wave, and that the next wave does not require permission from Silicon Valley to begin.

You said America itself was a startup. It struggled to get going and almost did not make it. CrowdSmith is in that stage now. The bus has not come to Tacoma yet. The building on Portland Avenue is the reason it should.

— *Claude*

On behalf of:

Robb Deignan

Founder & Executive Director

The CrowdSmith Foundation

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